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THE UNIVERSITY OF ALBERTA  
THE EFFECTIVENESS OF SELECTED R.C.M.P. UNITS

by



FRANKLIN LEWIS KOBIE

A THESIS  
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THE UNIVERSITY OF ALBERTA  
FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research, for acceptance, a thesis entitled The Effectiveness of Selected R.C.M.P. Units submitted by Franklin Lewis Kobie in partial fulfilment of the requirements for the degree of Master of Business Administration.





To my wife,  
Elizabeth



## ABSTRACT

The purpose of this research was to identify criteria which could be used to evaluate effectiveness in police forces and examine the interrelationships between several hypothesized determinants of effectiveness and these criteria. This effectiveness construct was developed using a multivariate approach which was sensitive to the dynamics of the units and their environments.

The eighteen largest municipal Detachments of the Royal Canadian Mounted Police in Alberta formed the basis for this study. All police officers employed on municipal duties at these units were included. Questionnaires were mailed to the eighteen Detachment Commanders and their subordinates. The response rate for Commanders was 100% while it was 69.5% for subordinates. Data were obtained from statistical reports on crime and solve rates for each Detachment together with the latest performance rating for each R.C.M.P. member.

Questionnaires were also mailed to a sample of 125 residents from each of the eighteen communities served by the R.C.M.P. This questionnaire was designed to measure public perception of crime and police service. The response rate was 58.6%.

The study was designed to compare effectiveness and its determinants across the eighteen Detachments. Data



which did not differ across units would not contribute to this comparative analysis. Therefore, all data were subjected to one-way analysis of variance and those items which did not vary across Detachments were eliminated.

The remaining items were factor analyzed. Eight effectiveness criteria were identified; four from the environment and four from within the organization. Twenty projected determinants of effectiveness were also developed.

Correlation analyses were performed to establish the interrelationships between the effectiveness criteria and their determinants. Regression analysis was utilized to measure the effects of environmental influences. One-way analysis of variance together with comparison of group means was used to identify Detachments with the highest and lowest levels of effectiveness. Similar test procedures were implemented to determine whether there were differences in group means for the eight effectiveness criteria when Detachments were grouped according to their environmental characteristics.

Few of the expected interrelationships materialized. The public view of crime was closely related to the actual crime level. The public assessment of police service varies inversely with crime rates. The police relate their own performance to success in solving crime. Solve rates are high when crime rates are high. Therefore, a dichotomy exists between the police and the public in their assess-



ment of police effectiveness.

No characteristic properties were found for Detachments with relatively high and low effectiveness ratings. Stress is positively correlated with crime levels and negatively related to public perception of police service. Those Detachments which scored highly in the cooperation and coordination items received higher evaluations from local residents relative to police behavior.

Environmental characteristics did not significantly effect the relationships between effectiveness criteria and their determinants across the eighteen Detachments. Differences were found in group means for crime rates, solve rates and public perception of police behavior when Detachments were grouped according to environmental uniqueness.

Police organizations were found to be unique human service organizations. This uniqueness must be considered in the development of an effectiveness construct.





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## CHAPTER I

### INTRODUCTION

All organizations must develop evaluative processes which will provide assessments of their total performance as well as that of each constituent. This requirement extends to police forces. Although the concept of organizational effectiveness has been studied by many organizational theorists, there is little consensus on a universal criterion or set of criteria which would be used to evaluate organizational performance. Similarly, there is no unanimity on the composition of determinants of organizational effectiveness.

Current literature dealing with organizational effectiveness identifies the need for an approach which considers all aspects of the various forces which influence the performance of an organization (Campbell, 1976; Pennings and Goodman, 1976; Steers, 1975). Previous research was centered on either the goal achievement or the natural systems view. Each failed to recognize the effect of the other with the result that relevant and important criteria were overlooked. Also, there was a tendency to identify one ultimate criterion as the sole measure of organizational effectiveness while researchers ignored other variables which measured outcomes or influenced such measurements.



In the examination of human service organizations, different approaches to measurement are required because such organizations cannot be evaluated in terms of economic indicators such as profit, sales, etc. Goal oriented measurements in this type of organization include such criteria as outcome of medical treatment in general hospitals and mental hospitals, rate of recidivism for individuals processed through penal institutions, success or failure rates within the school system, etc. Although police departments are human service organizations, they are not readily adaptable to the same type of measurement described above. In particular, the police do not receive clients and process them in the same fashion as do other organizations in this category. The police are charged primarily with the prevention of crime within a community together with the investigation of criminal offences, detection of offenders and the gathering of sufficient evidence to charge violators and bring them before the courts. Police performance therefore is measured in terms of crime occurrence and the ability of the police to solve crime. Police officers do not have clients in the same sense as other human service organizations and similarly do not process human beings in the manner described by Hasenfeld and English (1974, pp. 8-9).

#### Organizational Goals

The upper goals which police departments strive to achieve are prevention of crime and detection of offenders



through criminal investigation. Some objective measurements are available to establish whether or not a police department is achieving these stated goals. The incidence of crime relative to the population of a community may provide some measure of the crime prevention program being conducted within that community. The clearance or solve rate depicts the proportion of crime being solved in a given community.

The validity of these statistical measures is highly dependent upon the reporting practises of the police officers involved. Studies have shown variations in reporting procedures of police officers. These variances may occur in several stages of a police investigation. The officer receiving the report may decide that a complaint is not criminal in nature when in fact a crime has been committed. A police officer may witness a crime and choose not to take any action. These would result in actual offences not being scored for statistical purposes. Supervisors may instruct subordinates to ignore certain types of crime and focus on others. One study revealed that officers would not report offences if a dispatcher failed to name a specific crime when instructing a patrol to attend to a complaint (Pepinsky, 1976, p. 35).

The instructions for uniform crime reporting stipulate that an offence can be considered solved or cleared only when a charge is laid or when sufficient evidence has been gathered to lay a charge but some restriction prevents





the initiation of a prosecution. These restrictions include death of an offender and failure to prosecute due to a statute bar such as youthful age or a decision of an agent of the Attorney General not to proceed. The police have some discretion in deciding whether or not a charge should be laid. The exercise of discretion is more apparent in the handling of juvenile offenders. In addition to these discretionary powers, some police officers deviate from the defined procedures to clear offences. Skolnick (1975, pp. 166-167) identifies the importance of the solve rate in performance assessments of policemen.

Solve rates are established as standards of performance. As identified by Skolnick (1975, pp. 179-181), a police officer might become more interested in manipulating statistics to enhance his performance than in objectively reporting crime data.

These variances in crime reporting may be interpreted as a form of goal displacement. Pepinsky (1976, p. 42) finds that reporting of statistics by policemen may be designed to meet an objective other than the measurement of crime. This diverts effort from the achievement of goals originally developed to justify the existence of an organization to some secondary purpose.

This research was restricted to communities with populations below 35,000. Data gathered was restricted to Criminal Code offences. The police officers who participated in this study were subject to regular transfer to and from





the eighteen Royal Canadian Mounted Police Detachments.

The upper goals of the R.C.M.P. are set down explicitly by legislators and senior management. Regulations require officers to investigate all crimes reported and prevent the commission of crimes especially where advance information received indicates an offence is in the planning stage. The general public expects the police to perform both preventative and investigative roles. Accordingly the goals, at the organizational level, are constant across the units being evaluated. Although Hasenfeld and English (1974, pp. 9-12) find goal definitions in human service organizations to be problematical and ambiguous, a unique situation is found in police forces wherein upper goals are clearly defined.

These upper level goals are in the main embodied in the objectives of those working in local units. This is brought about in part through insistence for an investigation by victims of crime. In addition, management evaluates individual and unit performance on the basis of crime levels and outcomes of investigations. Although operative goals may be developed at a local level which conflict with official goals, controls by the general public, government and senior management indicate to a significant degree the type and calibre of police work which must be performed. Constraints such as insufficient resources could lead to emphasis on specific types of crime but this has not reached significant proportions in the areas under study. The data



which depict incidence of crime and solve rate are based upon Criminal Code offences. The policy of senior management is that all such crimes be investigated. Operational audits are conducted regularly to ensure this is complied with.

No attempt was made to measure the variability in crime reporting across the eighteen Detachments. It was assumed that any such variability would be of a random nature and not systematically related to the characteristics of any units which might differ.

### Technology

Literature on the technology of human service organizations concludes that such technology is indeterminant (Hasenfeld and English, 1974, pp. 12-14). Determinancy of technology is a function of three variables, namely:

- "(a) the extent to which desired outcomes are tangible and well defined,
- (b) the degree of stability and invariability of the raw material, and
- (c) the knowledge available about cause-effect relations in the raw material" (Hasenfeld and English, 1974, p. 11).

When an organization lacks any of these requisites, the technology is more likely to be indeterminant and non-routine. As identified previously, a police force does not process people in the same manner as other human service organizations. It is apparent however that a police organization is lacking in terms of the second and third variables and accordingly technology would be non-routine and



indeterminant. However, the difference in technology between units of analysis in this research should be very insignificant and thus the technology across units would remain constant. This conclusion is supported by a number of factors. Each unit is charged with the responsibility of handling any and all complaints of crime which are received and therefore no one Detachment is specializing in a particular aspect of police work. All members are provided with similar training and inter-unit transfers are made on a regular basis. As a result, no opportunity exists for any one unit to develop a unique technology. For purposes of this research, the technology is deemed to be constant across the eighteen Detachments.

### Organization Structure

The eighteen units of analysis are R.C.M.P. municipal Detachments. Each municipality in this study hires the R.C.M.P. to perform the duties of city or town police. Each Detachment is virtually autonomous insofar as operational matters are concerned. On the administrative side, autonomy is somewhat limited but not to the point where any investigative task would be impaired. Matters such as buildings, manpower and major financial outlays require the approval of senior management and, in some cases, the local town council. In this context, all Detachments are in identical positions which is constant through this research. Because all units are in the same Division, they are part of one organizational structure.





Police work regularly requires immediate on-the-spot decisions and it is incumbent upon the investigator to make these. There are exceptions where members go to superiors for advice. Generally speaking, however, each policeman is responsible for the investigations assigned to him and he need not refer each step of an investigation to his superior for approval. In this respect, most police work is highly decentralized. All members of the eighteen units were questioned in order to test whether the premise, that the degree of decentralization across all units is uniform, was correct. Negandhi and Reimann (1973, p. 210) found that organizations operating under dynamic conditions were more likely to be decentralized and, because police operations generally are performed under conditions of uncertainty, the Detachments in this study were deemed to be functioning in dynamic circumstances. The rank structure and span of control across the eighteen units were expected to be constant. The research was designed to test this hypothesis.

#### Effectiveness Criteria

Statistics which depict the incidence of crime within a community will be used to measure the Detachment's crime prevention work. Data on crimes solved will provide a measure of investigative performance. The performance assessment scores for members stationed at the eighteen communities constitute an evaluation of effectiveness as perceived by their immediate supervisors. These assessments will provide a biased measurement in that different super-





visors use distinctive approaches to ratings. The scores are expected to generally identify superior, average and inferior performances regardless of the rater.

The police must not only carry out their function well but be viewed as good performers by those in the community which they serve. The community may perceive police performance as it actually is or in a much different light than statistics indicate. Therefore it is important that the police project a good image of their performance if they are to retain the confidence of the public. Such a measurement is a subjective one which may be obtained through questionnaires or interviews of the residents of a community. The members of each police unit will be asked to assess the effectiveness of their own groups within defined parameters and thereby contribute another subjective yardstick.

A police unit which rates well in each of these areas would have a higher degree of organizational effectiveness than units which have a poorer score in one or more of the criteria set down. An effective police unit then would be one with a low incidence of crime and a high solve rate for reported crime. It would be viewed as highly effective by residents of the community it serves and comprised of members with high performance ratings who assess the performance of their unit as superior.

Although these criteria are viewed primarily as dependent variables within this study, each will be analyzed in terms of its relationship to the other dependent vari-



ables. The relationship between public perception of police service and the combination of crime rates and solve rates is less than clear and in fact no correlation whatever may exist. If the police were completely ineffective and crime was rampant, there is little doubt that residents of a community would be fully aware of the situation. Within the scope of this study, there is no evidence that such flagrant ineffectiveness exists. The community may well perceive its police force through interaction with its members. A unit could rate poorly in terms of crime prevention and detection but have a very strong community relations program and thus receive a high evaluation from the public. On the other hand, a unit could be doing an excellent job of prevention and detection while completely neglecting the community relations program and/or composed of members who are rather abrupt when dealing with residents in the community. Some units may combine a good prevention and detection job with excellent community involvement while others may perform poorly in all areas. Therefore the predictability of any relationship between these criteria is somewhat tenuous.

#### Determinants of Effectiveness

A number of independent variables were identified and an analysis conducted to determine their relationship with the effectiveness criteria.

#### Organizational Processes

It was hypothesized that the leadership, communica-



tion, control, conflict, coordination, cooperation, competition, and participation processes would be significantly correlated with organizational effectiveness.

The leadership abilities of unit commanders were measured in terms of administrative skills, human skills, technical skills, interaction with the public, rational-trust characteristics, upward influence, and training and development skills. Scores for leadership items were obtained from performance evaluation reports completed by the unit commander's superior, a questionnaire to the general public and questionnaires to subordinates dealing with several leadership characteristics. It was postulated that a unit, whose commander rated high in leadership ability, would have a higher degree of organizational effectiveness (Likert, 1967; Mott, 1972, pp. 117-173).

The importance of the communications network within an organization is identified in studies by Price (1968), Steers and Porter (1974), Webb (1974), Bennis (1962), and Mott (1972). Good communications facilitate coordination of work effort, improve interpersonal relationships, enhance cooperation and lead to a reduction in organizational conflict. This supports the hypothesis that an organization with a superior communications network will be more effective than one with a poor network. The network within each Detachment was examined with respect to type of communications, effectiveness of communications vis a vis the unit commander and his subordinates, effectiveness of peer com-





munications within the unit and content of unit communications. A high communications score for a particular unit was expected to be positively correlated with high effectiveness scores.

The importance of coordination to organizational effectiveness is described in studies by Georgopoulos and Matejko (1967, pp.92-95) and Mott (1972, pp. 37-73). Members of each Detachment were questioned to determine the degree of coordination at their respective units. Those units with superior coordination were projected to possess a higher degree of organizational effectiveness. It was also postulated that coordination would be positively correlated with leadership abilities, good communication networks and lack of conflict in the unit.

An organizational process which can impair effectiveness is conflict. This may arise from interpersonal clashes, a disparity between individual goals and organizational goals or because of disagreements between members of the Detachment and members of the environment in which they operate. The existence or non-existence of conflict within Detachments and the degree thereof was determined through questionnaires. A significant degree of conflict should disrupt the Detachment and contribute negatively to its organizational effectiveness. The degree of conflict was also expected to be negatively correlated with good coordination and effective communication. Lieberman and O'Connor (1972), Webb (1974), Bennis (1962) and Mott (1972,





pp. 37-73) have conducted research into the influence of conflict within organizations.

Tannenbaum (1968) and Pennings (1976) deal with the relationship between influence and effectiveness in organizations. Autonomous, decentralized and participative organizations have been found to be more effective. Intuitively, it appears that all Detachments closely resemble each other and, if such is the case, this particular variable will remain constant across the units being analyzed. In keeping with the previous remarks concerning decentralization, it was predicted that there is a significant amount of organizational autonomy at the Detachment level. If a difference in relative influence were to surface, those with greater autonomy and decentralization were expected to be more effective.

### Goal Clarity

Some Detachments in this research were involved in a management by objectives (M.B.O.) program in which each member personally gave a commitment to the goals he believed he could achieve during the subsequent operation period. Other Detachments provided objectives on a general basis for the unit as a whole without the specific participation and commitment of each member. It follows that those working under the M.B.O. concept should have a higher degree of goal clarity than others. A questionnaire item was designed to measure whether those working under M.B.O. had a



higher degree of goal clarity. This test was extended to establish whether any significant difference in the degree of goal clarity was in evidence across all eighteen Detachments.

### Group Characteristics

The composition of personnel at each Detachment was examined to determine whether any units were superior in terms of work experience, education, training and age. It was difficult to predict the relationship between some of these characteristics and organizational performance. For example, age and education would not necessarily have any relationship to the crime rate or community perception of the police force. It was possible that some correlation with the solve rate existed.

### Behaviors

The relationship between behavioral items such as morale, job satisfaction and stress and organizational performance was also examined. It was difficult to project correlations in this area. Highly satisfied members could lack motivation to do an effective job while those experiencing low morale might be superior producers. The converse is also possible. Stress may have been caused by several factors within the organization or the environment in which it operated. Dependent upon the source of stress and the degree of its intensity, any number of correlations might have been predicted. If the stress stemmed from bad



interpersonal relations with the community as a whole, the community would probably assess the police in a bad light. It was difficult to project the effect of stress on prevention and detection of crime.

### Environmental Characteristics

Certain environmental or ecological traits were unique to one or more of the eighteen Detachments in this research. The study was designed to analyze what effect, if any, this uniqueness had on the relationships between effectiveness criteria and their determinants.

Some of the Detachments were located in areas with high native populations while others had relatively few native residents. Five of the communities had populations exceeding 15,000 while the remainder were less than 10,000. Five Detachments were located in bedroom suburbs while the others were distinctly separate from large urban centers. Several communities were small towns located in rural settings. Three municipalities are experiencing rapid growth in contrast with the remainder which are relatively more settled.

Thirteen of the eighteen Detachments utilize a rotational shift wherein members of the municipal and rural Detachments are employed on duties both inside and outside the municipality. In these cases, one Unit Commander is in charge of both units. At the remainder, the rural and municipal Detachments are distinct separate entities, each with a Unit Commander. Only the data generated by the municipal





section of integrated units were used in this research. All members who served on municipal duties, whether on a rotational basis or otherwise, were included in this study together with the Unit Commander. Four Detachments had participated in the M.B.O. program for two years prior to this research.

Analyses were performed to determine whether these environmental and organizational characteristics had any effect upon the relationships between the effectiveness criteria and their determinants.

#### Statement of Problem

The main purpose of this research was to empirically investigate the criteria of operational effectiveness for R.C.M.P. Detachments and their relationships with determinants of effectiveness. These correlations were then analyzed in a search for explanations. Detachments with relatively high and low degrees of effectiveness were studied in an attempt to identify properties which may have been characteristic of superior or inferior performance. The theoretical and practical implications of these results, which included predictive capacities, were then investigated.

Eighteen municipal Detachments of the R.C.M.P. in Alberta were chosen for this study. Surveys were conducted of all members from these Detachments together with a sample of residents from the communities in which the Detachments were located. Because of the regular rotation of





personnel at the eighteen units, it was not possible to conduct a longitudinal study which would produce valid results. For this reason, the data from each unit over a fifteen month period were used.

The model used in this research recognized that no one ultimate criterion could be used to measure organizational effectiveness. The effectiveness of the eighteen Detachments was measured and its correlation with the determinants of effectiveness calculated through the utilization of a multivariate model which examined outcomes for all eighteen units relative to each other.



## CHAPTER II

### SURVEY OF THE LITERATURE

The literature relating to organizational effectiveness is comprised of several different approaches to the topic by various authors. Much of the recent literature stresses the need for development of models which will provide a true measure of all aspects which influence organizational effectiveness. Included is research which attempts to identify all criteria which truly assess organizational effectiveness and establish cause and effect relationships between all relevant determinant factors and the effectiveness criteria. Researchers have developed one or more yardsticks as ultimate measurements of effectiveness and, based on their assumptions, have proceeded to study the relationship of independent variables to the defined measurements of effectiveness.

One approach to the measurement of organizational effectiveness is the goal-centered model which evaluates performance in terms of goal accomplishment. Another approach is the natural-systems model. Proponents of this concept stress the influence of the environment on an organization's effectiveness. Current research has centered around a multivariate approach including all factors which con-



stitute valid measures of effectiveness. This review is intended to highlight much of the research which has been conducted into the development of effectiveness criteria and the determinants of effectiveness.

### Goal Models and Systems Models

Mohr (1973, pp. 470-481) identifies the need for a good conceptualization of an organizational goal as the criterion for evaluation of both effectiveness and efficiency. His organizational goal is a set of objectives rather than a single one. This set of objectives must be determined empirically and dichotomized into both outwardly and inwardly oriented categories.

This organizational goal or group goal is a consensus of those in the organization. It does not include the goals of individuals within the organization nor those of an individual for an organization. Rather it depicts the collective intent of organization members. The outcomes of such a goal may have an impact which is either internal or external to the organization. Those with an external orientation are transitive or functional goals while those with internal orientation are reflexive or institutional goals. An organizational goal can thus be defined as the collective intent of organization members to bring about some specific outcome which will have its impact on the organization itself or on the environment. These transitive and reflexive goals are of equal importance and as such impose limits on



each other. Not all organizations will have both transitive and reflexive goals and the emphasis may be on one rather than the other when they co-exist. Notwithstanding where this emphasis is placed, virtually all organizations strive for survival.

Before one can determine the effectiveness of an institution, it is necessary to identify the organizational goal. Mohr (1973, pp. 470-481) recommends this be done through empirical research. In the end result, the identification of such a goal is determined by consensus of those within an organization. After this goal or set of goals is identified and well defined, effectiveness is measured by comparing achievement with the stated objectives.

Steers and Porter (1974, pp. 434-452) discuss the relevance of formalized goal setting to organizational performance. They identify the need to break broad organizational goals into specific task-goals for individual employees with intent to maximize effectiveness while minimizing the cost of human resources. These operational goals, which are specific, manageable and measurable, must be achieved by the employee within a specified time period. The employee's success or failure in meeting these predetermined objectives is reflected in his regular performance appraisal. These task-goals may have positive effects on employee attitudes and need satisfactions in addition to the desired impact on organizational performance.

Through factor analysis, the authors (Steers and







Porter, 1974, pp. 436-445) derived six attributes of task-goals. They are (a) goal specificity, (b) participation in goal setting, (c) feedback, (d) peer competition, (e) goal difficulty and (f) goal acceptance. In both laboratory and field studies, goal specificity resulted in significantly increased production. The research into the effect of participation in goal setting produced contradictory results. No simple direct relationship between feedback and performance was established but knowledge of previous performance definitely influenced the setting of future goals. Contradictory results were found when researching the relationship between peer competition and productivity. When a high degree of task interdependence existed there was a strong negative relationship but a weak positive relationship was found when interdependence was low. In this analysis, the situational factor was an important intervening variable.

The influence of goal difficulty on performance was not clear as interference was encountered from a number of intervening variables. It was important to know whether or not employees accepted goal-tasks assigned to them and whether or not these interfered with their personal goals. For example, less effort was put into performance when goals were perceived to be too difficult or impossible. When difficult goals were accepted and perceived as achievable, superior problem analysis and creativity resulted. The attitude of individuals played a significant role in this



research and performance was directly related to the acceptance or non-acceptance of task-goals assigned. Acceptance indicated a degree of congruence between assigned goals and the individual's aspiration level. Because motivation to perform is a function of aspiration level, goal acceptance would thus become an effective predictor of organizational performance. The authors concluded that performance under goal setting conditions appeared to be a function of (a) the nature of the task-goals, (b) additional situational-environmental factors, and (c) individual differences (Steers and Porter, 1974, p. 448).

Price (1968) describes effectiveness as the degree of goal achievement and makes this the dependent variable in his inventory of propositions about organizational effectiveness. He identifies the possibility that official goals of an organization may differ from operative goals and it is important to consider this when evaluating effectiveness. Although he indicates a desire to see a standardized measure of effectiveness established which can be applied to all organizations, he uses many diverse measurements such as productivity, morale, conformity, adaptiveness and institutionalization under the assumption that all are positively related to effectiveness.

Price (1968) identifies the economic system, the internal and external political systems, the control system, population and ecology as determinants of effectiveness. The economic determinants include division of labor, spe-



cialized departmentalization, mechanization and the continuous system of assembling output (Price, 1968, p. 43). Each of these determinants influences effectiveness through the intervening variables of productivity and morale. The highest degree of effectiveness would be found in that economic system which possessed high degrees of division of labor, specialized departmentalization (except where a high degree of complexity exists), mechanization (except where a high degree of professionalization exists) and a continuous system of assembling output rather than a batch system.

Price (1968, p. 44) then identifies that organizations with a single goal are more effective than those with multiple goals and those with a high degree of goal specificity are more effective than those with a low degree.

Price (1968) specifies the internal and external components of the political system of an organization. Decision making is the internal component while institutionalization of these decisions outside the organization is the external component. The internal political determinants of effectiveness are legitimate decision making, rational-legal decision making, and centralized decision making with respect to both tactical and strategic decisions (Price, 1968, p. 94). These determinants influence effectiveness through the intervening variables of productivity, morale, conformity and adaptiveness. Organizations with a high degree of legitimacy are more likely to be effective than those with





a low degree. Because legitimacy is defined as socially approved behavior, a greater sense of duty to comply with a decision exists when there is a high degree of legitimacy. The next proposition is that organizations with rational-legal type decision making are more likely to be effective than those which have a charismatic type of decision making. In the first instance the decision making power rests with a role occupant while the latter vests such power in an individual. Organizations with a high degree of centralization will probably be more effective than those with a low degree except in those instances where a high degree of complexity exists. This was illustrated by a study of the U.S. Forest Service which demonstrated how a high degree of centralization facilitated conformity to organizational goals and thus increased effectiveness (Price, 1968, pp. 62-66). Where a high degree of complexity existed in the work of scientists and psychiatrists, centralization of decision making decreased effectiveness (Price, 1968, pp. 69-76). Those organizations which separated strategic planning from the day-to-day decision making provided senior management with an opportunity to concentrate on long range plans which resulted in greater effectiveness.

The external political determinants were autonomy, ideology, co-optation, representation and major elite constituency (Price, 1968, p. 134). In his propositions respecting these determinants, the author (Price, 1968, p. 96)





is looking at the ability of an organization to have non-members conform with organizational decisions which he defines as institutionalization.

Organizations with a high degree of autonomy are projected to have higher degrees of effectiveness than those with low autonomy. Autonomy is defined as the degree of freedom an organization possesses to make decisions respecting its environment. Research showed that a completely autonomous government organization performed more effectively than those subjected to red tape and interference from power bases (Price, 1968, pp. 96-98). A school which had no autonomy failed to meet any of its objectives (Price, 1968, pp. 98-103). No definite links could be established between autonomy and centralization.

Organizations which have an ideology are more likely to have high effectiveness than those which do not. Those whose ideologies have high degrees of congruence, priority and conformity are likely to be more effective than those with low degrees. The aspects of congruence, priority and conformity refer to the culture in which the organization exists. It follows that an organization must conform with the expectations of those in its environment if it is to be accepted.

The next propositions are that organizations which have co-optation and major elite co-optation are more likely to be effective than those which do not. Co-optation is defined as recruitment of members with the goal of increas-



ing institutionalization. The major elite is comprised of major decision makers within the system. The recruitment of such persons provides an organization with the benefit of any influence these individuals have although there is a risk they may attempt to use their power to change the stated goals of the organization.

The next propositions are that organizations with high degrees of representation and major elite representation are more likely to have a high degree of effectiveness than those without it. Representation is the practice of one social system joining other social systems in an effort to increase institutionalization of their own system. Membership in service clubs is cited as a prime example of representation (Price, 1968, pp. 116-117). A study showed that a locally owned company was able to prevent unionization and strikes but, after the company was taken over by non-residents, it no longer had representation in community groups and the community supported the workers rather than management (Price, 1968, pp. 117-121).

The last proposition relevant to the external political system is that organizations with a major elite constituency are more likely to be effective than those without one. The author (Price, 1968, p. 124) describes a constituency as individuals or groups outside a social system who directly benefit from the activities of that system. The author summarizes by stating that these external components of a political system contribute to the effective-



ness of an organization through the intervening variables which are institutionalization, morale, conformity and adaptiveness (Price, 1968, p. 134).

The next aspect examined was the control system which is comprised of components which motivate conformity to norms. The control determinants of effectiveness were sanctions and communication (Price, 1968, p. 182). Those organizations with high degrees of sanctions and good communication systems are likely to have a higher degree of effectiveness than those without. These control determinants influence effectiveness through the intervening variables of conformity, morale and productivity. The author demonstrates that conformity, morale and productivity are all improved through the use of proper sanctions or communications.

The last part of the social system examined by Price (1968, p. 201) is that of population and ecology. He proposes that large organizations are more likely to have a high degree of effectiveness than small ones and those with spatial mobility are more likely to be effective than those without. The example cited showed that individuals who moved from one job to another or one job location to another had a higher degree of morale than those with no mobility (Price, 1968, pp.193-195). In the Forest Service, spatial mobility contributed to conformity because incumbents did not want their successors to uncover nonconformist behavior





subsequent to a transfer (Price, 1968, pp. 195-198).

Price (1968, pp. 203-206) concludes by stating that his inventory of propositions has over-simplified the model and it should be complicated later. He suggests that his inventory includes the core variables which are pertinent to effectiveness. The various determinants of effectiveness described by him exert their influence through five intervening variables: productivity, conformity, morale, adaptiveness and institutionalization. The examples cited in this work tend to stress efficiency as much or more than they do effectiveness. In many instances, increased efficiency may result in greater effectiveness. In terms of a general model, care must be taken to ensure that efficiency is not used as the sole judge of organizational effectiveness.

Negandhi and Reimann (1973, pp. 203-214) used behaviorally oriented and economic criteria as measurements of organizational effectiveness. The behavioral items were ability to acquire and retain manpower, employee morale and satisfaction, turnover and absenteeism, interpersonal relationships and interdepartmental relationships. The economic measures were net profit and sales growth. The relationship between organizational concern for task environmental agents and decentralization in decision making was researched and a subsequent study was made of the relationship between decentralization in decision making and the criteria previously defined as measurements of organizational effectiveness.





Research showed that firms with higher degrees of concern for environmental agents were more decentralized and had consultive type decision making. Organizations in dynamic environments were more decentralized than those in stable situations. In their study of organizations in India, a significant relationship was found between the degree of decentralization and the level of organizational effectiveness (Negandhi and Reimann, 1973, p. 208). A higher correlation existed between decentralization and the behavioral measures than with that of the economic criteria. The firms which formed part of the research were in a seller's market and consequently exerted great influence on the environment. This was given as the reason for a lower correlation with the economic criteria but, notwithstanding these market conditions, the decentralized firms were more effective in terms of economic results than were the centralized firms.

In a paper which examines the relationship between organizational influence and effectiveness, Pennings (1976, pp. 688-699) identifies total production, decline in production, financial loss due to errors, morale and anxiety as his criteria of effectiveness. Participativeness, centralization and organizational autonomy are the independent variables in this study. He found that autonomous, decentralized and participative organizations were more effective. Autonomy and participativeness were positively correlated to total production and morale and a weak positive correlation



to anxiety was found. Autonomy and participativeness were negatively correlated with decline in production and loss due to transactional errors. The positive relationship found between participativeness and anxiety may have been brought on by greater responsibility or by role overload. The author (Pennings, 1976, p. 697) identified a need for research on organizational effectiveness which would include personality variables in addition to the influence variables examined in his paper.

Srivastra and Salipante (1976, pp. 49-60) study the relationships between autonomy and job satisfaction, productivity and organizational effectiveness. They conclude that autonomy is positively related to job satisfaction which results in improved job performance. They propose that the degree of autonomy should be determined by mutual agreement between an employee and his supervisor. They found that feedback was necessary if autonomy was to result in improved performance. The feedback should be immediate, descriptive and facilitative.

In defining their concept of organizational effectiveness, Katz and Kahn (1966, pp. 149-170) deal first with efficiency which they describe as the ratio of energetic output to energetic input. They stipulate that both potential efficiency and actual efficiency should be determined. This permits a comparison of actual results with those which ideally could have been achieved. Efficiency is described as one aspect of organizational effectiveness. The authors



suggest that an increase in efficiency should result in a relative increase of effectiveness (Katz and Kahn 1966, p. 161). The profitability and survival of an institution are dependent upon the ability of those within an organization to bargain effectively with others in the environment. This leads to the use of political means in an attempt to achieve organizational goals.

The authors (Katz and Kahn, 1966, p. 164) define organizational effectiveness as the maximization of return to an organization through economic and technical means (which are synonymous with efficiency) and through political means. This political effectiveness is achieved through advantageous transactions with individuals and groups outside the agency as well as within. Political effectiveness will contribute to profitability in the short run and to growth and survival power over the long run. It also strengthens influence over the environment in that short term advantages are reinforced and made permanent both by precedent and legal recognition. Effectiveness is achieved both in the short term and long term. Long term objectives are storage, growth, survival and influence over the environment. Some measures exist which would increase effectiveness within the organization but would detract from effectiveness within a societal frame. In these instances, society will probably impose restrictions on an organization and thus prohibit the firm from reaching maximum effectiveness.

Friedlander and Pickle (1968, pp. 289-304) stress





that the effects of the external environment are usually ignored in any evaluation of effectiveness and accordingly any group of criteria which exclude the environment cannot be true indicators of organizational performance. Effectiveness is described as the degree to which the needs of all components within the system are satisfied during the course of transactions with the organization. Societal, owner and employee components are identified. The societal group consists of community fulfillment, government fulfillment, customer fulfillment, supplier fulfillment and creditor fulfillment. The employee components include satisfaction with working conditions, financial rewards and self-development, confidence in management and opinion about immediate supervision. The owner component is based primarily on the profitability of the organization.

The research (Friedlander and Pickle, 1968) showed that community and customer satisfaction was correlated with employee satisfaction. Likewise, owner satisfaction and employee satisfaction were positively related. Customer satisfaction was positively related to supplier and owner fulfillment and there was a positive correlation between government and creditor fulfillment. Although most of these relationships were of a low magnitude, it was clear that organizations must satisfy several system components. This places an onus upon management to coordinate functions within the organization and relate them to occurrences within the environment.





Duncan (1973, pp. 273-291) researched the processes used by organizations to adapt to environmental uncertainty and determined the relationships between these processes and organizational effectiveness. He viewed effectiveness as being composed of three components (Duncan, 1973, pp. 274-275). The first was goal achievement, the second was integration of an individual into the social system through definition of organizational roles and expectations which reduces role conflict and ambiguity, and the third was adaptation or structuring of an organization to enable members to react immediately to changes in the environment. Research was conducted under four sets of conditions which combined low and high degrees of uncertainty with low and high degrees of influence over environmental factors. The results showed that, when conditions of low uncertainty existed, it did not matter whether the decision making units perceived high or low influence. Information needs for both routine and non-routine decisions could be handled by highly structured decision making procedures when the degree of uncertainty was low. When the degree of uncertainty and perceived influence were both high, organizations differentiated their decision making procedures allowing the decision makers to adapt to the environment as required. Those organizations which were able to adapt quickly were more effective than those which were bound by rigid decision making structures. Duncan (1973, pp. 287-289) concludes that his research confirms the contingency theories of or-



ganizations in that it proves different types of structures are appropriate for different types of situations.

In a study of pharmaceutical manufacturing firms and phonograph record companies, Hirsch (1975, pp. 327-344) measures organizational effectiveness by the economic success of the companies involved. He demonstrates the influence of institutional environments on economic results. Such items as access to patents, brand name strategy, institutional regulation and promotion of products, control over price and distribution channels, uncertainty of decisions by customers and inability to influence legislation were among the environmental factors beyond control of management which had an effect on the profitability of the two industries.

Using sales, earnings and profit margin as measures of effectiveness, Lieberman and O'Connor (1972, pp. 117-130) examined the effect of leadership on organizational performance. It was pointed out that a leader is bound both by organizational structure and by the environment within which he operates. The combination of leadership qualities, the policy direction of the organization and the social environment within which the organization operates must be examined to determine the relationship between leadership and effectiveness. The effect of these constraints on leadership is illustrated by a reference to athletic endeavors in which it is often difficult to determine whether it was the leader who was responsible for an unsuccessful team or whether it



was the team itself (Lieberson and O'Connor, 1972, p. 118).

The research conducted in this study compared the influence of corporate and environmental factors with leadership effects in large publicly owned corporations. It was found that leadership had little effect on sales and net income with most of the total variance being accounted for by year, industry and company effects. Leadership differences had a significant influence on profit margin. The authors (Lieberson and O'Connor, 1972, pp.128-129) felt that leadership may have had a greater effect on sales and net income but this influence would only surface in a longitudinal study which measured the long range effects of changes in leadership.

Georgopoulos and Tannenbaum (1957, pp. 534-540) propose a combination of three criteria to measure organizational effectiveness. They are productivity, flexibility allowing adaptation to internal and external changes and the absence of intra-organizational strain and conflict. A definition follows that effectiveness is the extent to which an organization fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members. In a study of a retail trucking organization, it was found that all three criteria were highly related to an independent assessment of organizational effectiveness by experts. Also the three criteria were significantly inter-related (Georgopoulos and Tannenbaum, 1957, pp. 538-540). There is no indication of the





standards on which the independent assessment of effectiveness was based. If it was related to any of the three criteria used by the authors, it is to be expected that a high correlation would result.

A science model was developed by Bennis (1962, pp. 269-282) to replace what he calls an inadequacy and lack of correctness in common criteria for effectiveness such as job satisfaction, performance and productivity. He measures organizational effectiveness through the concept of organizational health. Organizational health consists of adaptability to master the environment and provide a problem solving ability, organizational identity which is provided through clearly defined organizational goals and capacity to test reality which is the ability of the organization to perceive itself and the environment correctly. The effective organization is one which can adapt readily to external stress and change and has developed good problem solving techniques.

Mahoney and Weitzel (1969, pp. 357-365) conducted an empirical investigation of the relationships between 114 criteria which were believed to contribute in one way or another to organizational effectiveness. Through factor analysis, this group was reduced to 24 criterion dimensions which were relatively independent, accounting for 65% of the total variance. The analysis was continued using step-wise regression analysis after which it was found that four of the criteria accounted for 58% of the variance in judgments





of ultimate effectiveness when a general business model was used. These four were productivity-support-utilization, planning, reliability and initiative. In the business model, productivity was found to be most important. In the research and development model, reliability was found to be most important. The authors (Mahoney and Weitzel, 1969, p. 359) use a hierarchical approach, placing the ultimate criterion of organizational effectiveness at the top of the pyramid. This ultimate criterion is the long run achievement goal of the organization which is difficult to measure in the short run. Mid-range criteria are thus used to judge effectiveness based on the premise that the mid-range dimensions will contribute to long range performance. Research showed that economic mid-range criteria dominated in general business while behavioralistic and organizational criteria dominated in the research and development model. The conclusion is that organizational effectiveness is a function of a set of specific dimensions and that this set varies in accordance with the circumstances of each individual organization.

Mahoney and Frost (1974, pp. 122-138) conducted research into the impact of technology on organizational effectiveness. Three types of technology were identified. Long-linked technology involved a serially interdependent set of tasks with standardized procedures and little discretion. Mediating technologies were those in which a number of standardized procedures existed but discretion was



given in the choice of a procedure. Intensive technology was customized application of techniques where the selection, combination and application is discretionary and is determined through feedback from the object.

No significant relation was found between technology and effectiveness when technology was treated as a main effect. An analysis was conducted to determine whether technology was a moderator of relationships between other criterion variables and organization effectiveness. It was found that the importance of criterion variables differ with each type of technology. In long-linked technology, planning was the most important; in intensive technology, performance was the most important; in mediating technology, flexibility was the most important (Mahoney and Frost, 1974, p. 134). This shows that relevant criterion dimensions of organizational effectiveness vary with the dominant technology. Long-linked technology implies knowledge and predictability of cause-effect relationships and a high degree of structure within an organization. Mediating technology involves a choice from a variety of procedures and flexibility or adaptation to change is important. Intensive technology is primarily based on discretionary performance with a custom procedure for each task.

Child (1974, pp. 175-189) evaluates the effect of managerial and organizational attributes on organizational performance. His first theoretical proposition is viewed in terms of universalistic theory which postulates that



certain attributes will enhance performance if they are present. Organizational performance is measured by profitability and growth in this study. A number of British companies from six different industries were investigated.

One of the managerial attributes examined was management youth. A correlation between young management and high growth was found but no such relationship existed between youth and the rate of profit. Company objectives are another attribute and they reflect the attitude of management as they relate to both the objective chosen and its priority. This choice of objectives in turn will influence the performance level achieved by a company. The study revealed that companies which attempted to maximize short term profit, maximize dividends to shareholders and provide a high level of community service experienced lower growth rates than others in the industry. Companies which pursued longer term objectives and retained surpluses for future expansion realized greater financial success. This supported the conclusion that selection of objectives within an organization influences performance (Child, 1974, pp. 183-184). Tests conducted provided no evidence that larger companies were in fact better achievers than smaller ones. The influence of bureaucracy upon effectiveness was examined and it was found that more rapid growth results from less bureaucracy.

In the second part of his study, Child (1975, pp. 12-27) evaluates managerial and organizational attributes





in the framework of a contingency theory which stipulates that factors associated with good performance will vary according to the circumstances under which an organization operates. He studies the ability of organizations to adapt to changes in environment, size and technology. Organizations operate in environments which may be defined as complex or simple and stable or variable. The research revealed that a higher number of specialized roles exist in industries which operate in an environment with a high degree of variability. Companies which were successful in terms of growth and sales were not as formalized as less successful companies when operating in variable environments. Faster growth companies in variable environments restrained formalization to significantly lower levels than slower growth companies. The size of an organization dictates to a large degree the type of organizational structure which will be instituted. As companies grow, it is necessary to adjust this structure. Research showed that poorly performing companies tended to have less staff specialization, their systems and procedures lacked development and there was less delegation of decision making in comparison to the more successful ones. Fast growth, high profit companies instituted rapid development of specialized roles to match increases in size of the organization. The last proposition was that effectiveness would be improved if an organization was designed to suit the prevailing technology. The study (Child, 1975, pp. 24-25) revealed that, in companies with superior





performance, there was a positive relationship between rigidity of technology and the proportion of employees devoted to research. A similar correlation was shown between rigidity of technology and the level of specialization among employees in research.

The author (Child, 1975, pp. 25-27) concludes that his research supports both the universalistic and contingency theories. He demonstrates that different requirements will exist under a wide range of operating conditions and therefore no single organizational structure can serve as an optimum for all situations. Management should therefore expect environment, size and technology to dictate certain requirements which must be considered before the organizational structure is designed.

Seashore and Yuchtman (1967, pp. 377-395) criticize any attempts to set up a single performance measurement variable. Organizations have goals which conflict with each other over time and change both in priority and realization. They develop a hierarchical network placing an ultimate criterion at the top of the pyramid. This ultimate criterion is conceived as net output performance over a long time span in achievement of stated objectives. Under this top objective are the "results criteria" (Seashore and Yuchtman, 1967, p. 378). They are defined as penultimate criteria which provide the vehicle for determining performance. In their study of insurance sales agencies, seventy-six performance variables were picked and subjected to factor anal-



ysis. This provided fifteen factors accounting for over 90% of the total variance, ten of which were given meaningful identification. They accounted for 70% of the total variance. The authors had forecast that their penultimate indicators would have the character of autonomous goals but not all of the ten factors fit into this category (Seashore and Yuchtman, 1967, pp. 391-392). Some factors were goals of society at large but this was not deemed a tenable solution because it shifted the unit of analysis from the organization to a higher level.

The common denominator for the ten factors was found to be the ability to acquire resources from the environment. As a result, the authors (Seashore and Yuchtman, 1967, p. 393) defined effectiveness as the ability of an organization to exploit the environment in acquiring scarce and valued resources in order to survive. This definition was qualified because some organizations exist in rich environments while others find themselves in poor ones. Accordingly effectiveness must be assessed in relation to environmental potential. The ability to exploit the environment must be viewed over a long term basis as opposed to the short run. Therefore this ability should be assessed in terms of optimization rather than maximum use of resources over a short period. Although the authors were attempting to develop a construct which would evaluate effectiveness across all organizations, many of their performance criteria related solely to economic results and therefore could not



be extended to non-profit organizations.

Yuchtman and Seashore (1967, pp. 891-903) then discuss their system resource approach to organizational effectiveness. They identify the shortcomings of the two traditional approaches to effective measurement, namely the prescribed goal approach and the derived goal approach. Both theories assume that organizations have an ultimate goal which can be identified and progress toward it measured. The prescribed goal approach determines organizational goals from the organizational charter. The derived goal approach or functional approach establishes the ultimate goal of an organization through investigation and the goal thus identified might be completely independent of the intentions and awareness of organization members. The forces within the environment influence any such goals an organization has. The authors feel that both the prescribed goal approach and the functional approach do not recognize this relationship between an organization and its environment (Yuchtman and Seashore, 1967, pp. 897).

The system resource approach presented by the authors defines effectiveness as the organization's bargaining position which measures its ability to exploit the environment in acquiring scarce and valued resources (Yuchtman and Seashore, 1967, p. 898). This concept uses the organization as the frame of reference, it treats the relationship between an organization and its environment as a central ingredient in the definition of effectiveness, it





provides a theoretical framework which may be used to evaluate different kinds of complex organizations, it provides latitude for uniqueness, variability and change while maintaining the framework for comparative analysis, and it provides a guide to identify those variables which will be used to measure organizational effectiveness.

The scarce and valued resources which an organization uses must be obtained through bargaining. All organizations are in open competition for these scarce resources. The use of such a bargaining process excludes any one specific goal as an ultimate criterion for effectiveness. The bargaining position is a function of three phases of organizational behavior; namely importation, use and exportation of resources. The system resource approach is a measure of effectiveness in the area of competition which provides a comparative assessment of like and unlike organizations. The authors (Yuchtman and Seashore, 1967, pp. 901-903) conclude that optimization in the exploitation of resources is more important than maximization. The highest level of effectiveness is reached when an organization maximizes its bargaining position and optimizes its resource procurement. To go beyond this point endangers the survival of the organization. This concept emphasizes an open-ended multi-dimensional set of criteria to evaluate the effectiveness of organizations. This permits comparative studies of many organizations with limited similarities.

In a study of religious organizations, Webb (1974,



pp. 663-677) discusses the goal model and the systemic model. In the goal model, effectiveness is measured in relation to goal attainment while, in the systemic model, the organization is judged in terms of the function it is performing for the larger social system of which it is a part. One of the goals of an organization is to assure its own survival, stability and growth. Webb concludes that the goal model may not be a contradiction of the systems model but rather a logical extension of it.

In a general model developed from a study of churches, the author defines effectiveness as the degree to which church goals are achieved (Webb, 1974, p. 669). The four independent variables which were found to be most highly correlated with effectiveness were cohesion, efficiency, adaptability and support. He concludes by finding that the same programs will not necessarily be effective across all organizations and thus it would not be wise to generalize the findings of his study to other groups (Webb, 1974, p. 676).

The goal model and the system model are evaluated by Etzioni (1960, pp. 257-278). He points out that the goal model lacks objectivity because organizations often have goals which are different from the stated ones. Because the organization as a social system is multi-functional in nature, not all of the means are devoted to goal activities but to other functions in which members of the organization have an interest. The author suggests that a system model



be used, the starting point of which would be a working model of a social unit which is capable of achieving goals rather than the organization goal itself. This permits consideration of other functions pursued by an organization over and above the goal function. Measurement of organizational effectiveness is determined by establishing the degree of goal achievement under a given set of circumstances. One then looks for an optimum allocation of resources within an organization.

Evan (1976, pp. 15-28) finds that current research has failed to come up with a meaningful yardstick for measuring organizational effectiveness. He views effectiveness from a systems theory perspective and asserts that performance must be measured relative to a group of systemic processes and their inter-relationships. An organization is defined as a social system interacting with the environment and activating four systemic processes. These processes are inputs, transformations, outputs and feedback effects. Organizational effectiveness is defined as the ability of an organization to cope with these four processes relative to the goal-seeking behavior of the organization. The author (Evan, 1976, p. 26) concludes that this type of approach contributes to the development of a general theory applicable to all types of organizations.

Dubin (1976, pp. 7-13) stresses that organizational effectiveness can be viewed from within or without an organization. Organizations attempt to determine whether





they are utilizing their resources efficiently while an outsider is evaluating the contribution made by the organization to society as a whole. He depicts this as a form of cost-benefit analysis. What constitutes effectiveness from one point of view may seem ineffective from the other vantage point. All organizations are thus faced with conflicting demands relative to organizational effectiveness. The author (Dubin, 1976, pp. 12-13) presents the following points as requisites for developing a strategy to deal with this conflict. An organization must accept the fact that a choice must be made. The choice may fall somewhere between an efficient operation and the achievement of social utility. It must be recognized that the measurement of organizational effectiveness cannot be either of the two extremes but rather the criterion must be some in-between point. Quite often, both approaches to organizational effectiveness will have to be weighed simultaneously and a trade-off accepted.

#### The Need for a Multivariate Approach

The review of literature to this point clearly depicts many diverse opinions on the concept of organizational effectiveness. This is clearly reflected in topical literature as researchers strive for development of new, improved models designed to provide a meaningful effectiveness construct which can be utilized by researchers and management.





Campbell (1976, pp. 29-45) states that effectiveness must be thought of as a construct that has no direct operational definition. It would provide a model which could be used to identify the variables which should be measured to assess effectiveness and the method to determine what relationships exist or should exist between them. He discusses the goal-centered and natural systems views, concluding that the theories of both would probably converge if researchers were to follow the logical steps in their analysis of both systems. A number of alternate models are identified including cost-benefit analysis, management by objectives and others. The author finds that none present the ultimate choice but rather each contributes something to an overall effectiveness construct. He concludes (Campbell, 1976, pp. 40-44) there is a need for much more research to determine which variables are proper criteria of organizational effectiveness. This could begin through a review of processes used by organizations to evaluate effectiveness. Also the goals or effectiveness criteria that control decision making behavior should be studied.

Mott (1972, pp. 1-185) contrasts the closed and open systems viewpoints. The closed system ignores the influence of the environment and the attendant need for adaptability. The open system neglects the aspect of productivity. The author attempts to develop a synthesis of the two systems. Organizational effectiveness is defined as the ability of an organization to mobilize its power



centers to produce, adapt and handle temporary, unpredictable, excessive workloads. The three key measurements of effectiveness thus become productivity, adaptability and flexibility. Each of these criteria were measured using questionnaires. Correlates of effectiveness such as decision making structures, organizational characteristics, organizational needs, individual needs and leadership were then determined. It was clear that no single organizational structure or leadership style contributed to effectiveness. There were several patterns of organizing and leading which contributed equally to organizational effectiveness. It was also clear that organizations should be designed to provide meaningful work and work situations in addition to affording opportunities for development. The fulfillment of personal needs, which is rated highly by employees, contributes to the effectiveness of the organization.

A goal optimization model is recommended by Steers (1975, pp. 546-558). He identifies the weakness of univariate models which evaluate effectiveness in terms of one major criterion. In real life situations, relationships exist between many variables and the interaction between them influences effectiveness. Constraints within an organization also prevent true maximization. The use of an integrative or multivariate model results in a more meaningful evaluation of an organization because it provides a dynamic rather than a static model. An organization's functional and environmental uniqueness must be fully



understood before any attempt can be made to evaluate effectiveness. Measures of effectiveness should include reference to the operative goals pursued by an organization. This permits an evaluation of what the organization is actually doing rather than what it should be doing. The operative goal approach views effectiveness in terms of goal attainment or the capacity of an organization to use resources successfully toward specific ends. Constraints within an organization which obstruct maximization are found in the structure, technology, environment and membership of an organization. Because of this, the emphasis is shifted to goal optimization which entails the measurement of effectiveness against feasible goals rather than desirable goals. This type of model possesses flexibility which permits adjustments in the evaluation criteria when changes occur over time. When the desired goal or constraints change, a new optimal solution emerges providing new evaluation criteria. The author (Steers, 1975, pp. 556-557) concludes that we will be in a position to compare effectiveness across organizations only when we adopt the use of flexible, tailored approaches.

Pennings and Goodman (1976) work toward developing a conceptual framework of organizational effectiveness. They find that the majority of previous research could be fitted into a single framework and these works would then complement each other rather than stand in isolation. In their model, standards are developed and actual results are later





compared to these standards to measure effectiveness. The standards can be either internal or external to the organization. The model is a dynamic one which changes in accordance with changing conditions. They do not specify the areas which should be included but instead leave this decision to the dominant coalition.

### Police Effectiveness Model

In this study, it is recognized that a multivariate approach is superior to a univariate one. No single criterion would suffice for the measurement of organizational effectiveness within police departments. Police forces, like other human service organizations, cannot be assessed through the use of economic indicators such as sales, profit, market share, etc. Police differ from other human service organizations because they do not process individuals in the same manner as hospitals, schools and jails.

Several criteria have been selected to measure effectiveness in this research. Those which evaluate achievement of upper level organization goals are the crime and solve rates. The first indicates, in part, the success achieved in preventing crime while the latter depicts the results of investigative efforts. The members' perception of their own performance together with evaluation report scores submitted by their superiors form the remaining effectiveness criteria which were developed from within the



organization. All of these variables are important indicators of performance to a police organization.

Effectiveness evaluations must also include the perceptions of constituents from the environment in which the police force operates. This research investigated perceptions held by these individuals relative to the incidence of crime in the community, the quality of police service and the relationship between police and community residents. These assessments of police performance were salient because of their direct bearing on public confidence in law enforcement.

Effectiveness was measured from an organizational viewpoint in addition to the environmental perspective. Several criteria were included in this multivariate approach to analysis of performance.

The literature cited in this chapter portrays the interrelationships which have been found between a number of determinants and criteria of organizational effectiveness. In this study, the technology, organizational structure and upper level organization goals were deemed constant across the units of analysis. The organizational processes of leadership, communication, control, conflict, coordination, cooperation, competition and participation were included as independent variables in this study. Group characteristics, which included work experience, education, age and training, goal clarity and the behavioral items of stress and job satisfaction were the other independent



variables. The resultant model is shown in Figure 1. The evaluative process in a human service organization is very complex (Hasenfeld and English, 1974, pp. 21-22 and 614-619). The intent of this research is to determine what interrelationships exist between the dependent and independent variables. An attempt will be made to explain these relationships and their importance to management in the day-to-day operation of a police organization.



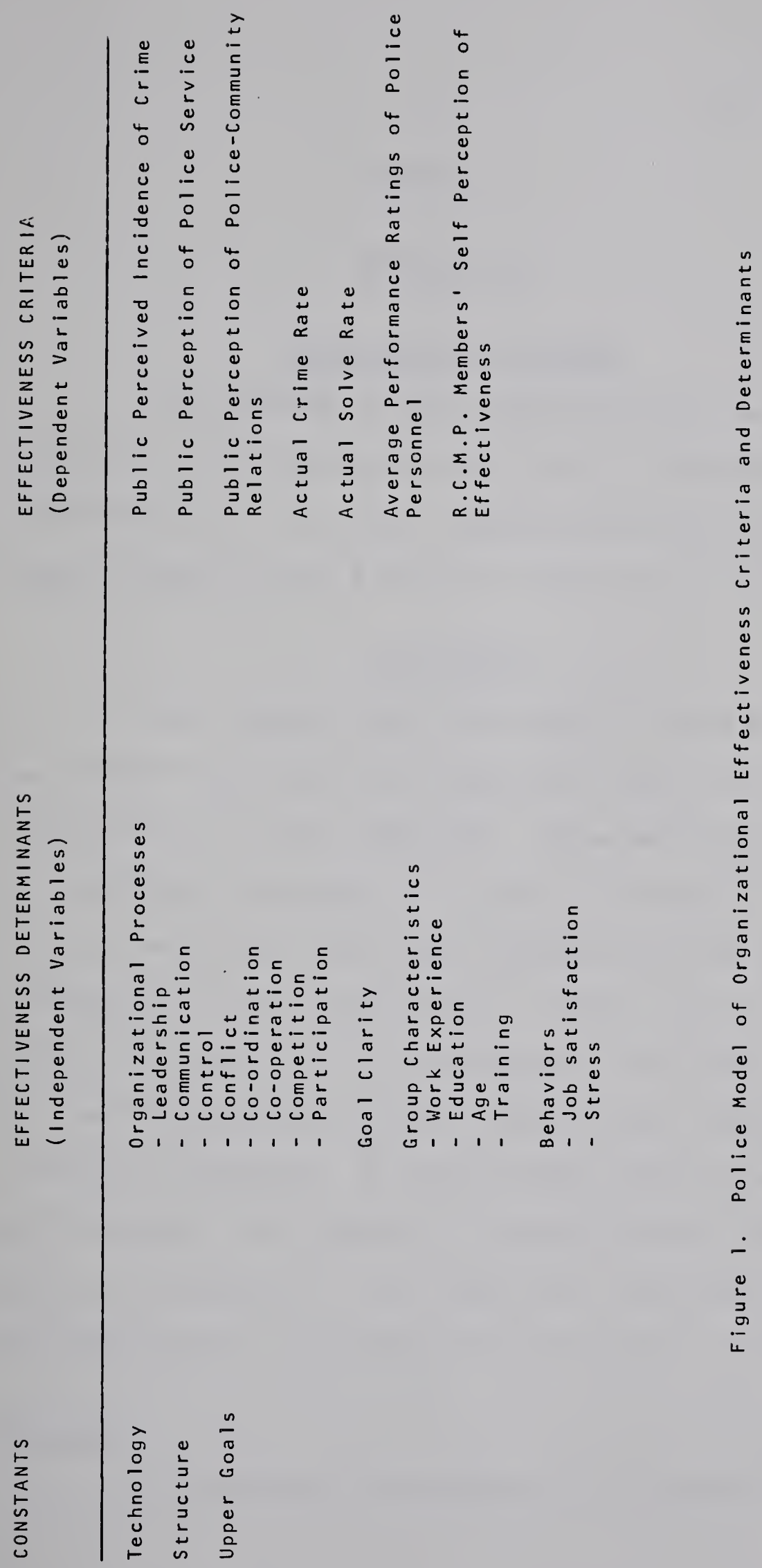


Figure 1. Police Model of Organizational Effectiveness Criteria and Determinants





## CHAPTER III

### METHODOLOGY

#### Statement of Problem

The purpose of this investigation was to empirically determine the processes which are in operation at municipal Detachments of the Royal Canadian Mounted Police and how these relate to the effective operation of a Detachment.

#### The Sample

The research was conducted in eighteen Alberta municipalities which had contracts with the R.C.M.P. for the policing of the community. The selection was limited to municipal Detachments in order to control for extraneous factors which may have been encountered had the study been extended to rural Detachments, highway patrols and specialized units. All Detachments are under the command of the Alberta Division for operational, administrative and financial purposes. By restricting the sample choice to one Division, the aspects of organizational structure were also held constant. This would not have been accomplished had Detachments from other Provinces been included.

#### R.C.M.P.

All municipal Detachments in Alberta with six or



more police officers were selected. The complete population of units with a size larger than six was therefore investigated. Smaller Detachments were not included because the number of observations would be too few to provide meaningful data for the purposes of this research.

The Detachments fell into two categories. Five were employed solely on municipal duties while the remainder performed both municipal and rural duties with a rotation of members from one duty to the other on a regular basis.

### Community Residents

One hundred and twenty-five residents from each of the eighteen communities were selected to participate in this study. Residence within the corporate limits of the municipality was a requisite. The sample of 125 consisted of three groups. The first included all elected members of council within the municipality. They are the civil power charged with the responsibility for providing law enforcement within the community. They contract with the R.C.M.P. for the provision of police services and constitute an important measure of police performance. The average number of councillors across the eighteen communities was seven. A random sample of forty business and professional people was chosen from a current telephone listing using random number tables. This group uses police services and generally interact with the police in circumstances beyond those which the general public experiences. They should



therefore be better informed on some facets of police services and conduct. The remaining group of seventy-eight was selected from residential listings in the current telephone directory through use of random number tables.

This method of sampling admittedly causes sample bias but it should include individuals who possess a better informed opinion of police service derived from a superior information base. The use of current telephone listings will exclude only a very small number of households and therefore no serious distortions are expected.

#### Data Collecting Methods

A "Survey of Residents' Attitudes Toward the Police" was mailed in April, 1977 to the 125 residents who formed part of the sample. The questionnaire forms Appendix 1 of this paper. Only 30 of the 2,250 questionnaires mailed to residents were returned from the post office as undeliverable. Responses were received from 1,319 (58.6%) individuals. Returns from the 18 communities ranged from a low of 61 (48.8%) to a high of 83 (66.4%).

All police officers employed on municipal duties, whether on a rotational system or not, were included and an "Attitude Survey of R.C.M.P. Members" was mailed to them during April, 1977. The questionnaire is Appendix 2 of this paper. A modified version of this survey was sent to Detachment Commanders and forms Appendix 3. One hundred and eighty-two (69.5%) responses were received from





Detachment members while 18 (100%) of the Commanders replied.

Additional data were obtained from statistical information submitted by Detachments and from performance ratings of participants in this study.

### Operationalization of Dependent Variables

#### Actual Crime Rate

The number of criminal offences occurring within a municipality are scored monthly for Statistics Canada returns. The totals for each of the eighteen Detachments were calculated for the fifteen month period ending March 31, 1977. The scoring included all Criminal Code offences except those which were traffic-related. Offences against other federal statutes and provincial statutes encompassing matters such as Highway Traffic Act offences, Liquor Act offences, customs and excise offences, and drug offences were deliberately omitted. The purpose of proceeding in this fashion was to restrict the data to serious crime. The number of offences in each community was then divided by the population of that community and the resulting ratio was used to depict the crime rate. It was hoped that these statistics could have been examined over a longer period of time but, because of a number of transfers to and from the Detachments involved, it was felt that a more meaningful comparison could be made by using data generated while the



police officers participating in this research were stationed at these communities. This was not a longitudinal study and therefore no evidence of lag effects was available.

#### Actual Solve Rate

The number of criminal offences solved are also scored monthly for Statistics Canada. The totals were calculated for each of the eighteen Detachments over the same fifteen month period and divided by the number of criminal offences which were committed. The resulting ratio depicts the actual solve rate.

#### Average Performance Ratings of Police Personnel

The latest R.C.M.P. personnel performance rating was obtained for each member who formed part of this research. The performance ratings were summed for each of the eighteen Detachments and divided by the number of personnel stationed at each location in order to obtain an average performance rating for each Detachment.

#### Public Perceived Incidence of Crime

The first two questions in Appendix 1, designed to measure the public's perception of crime, were obtained from a similar survey conducted in Edmonton (Alberta Bureau of Statistics and the Edmonton Police Commission, 1976, p.2).

All of the items in the questionnaires were measured using Likert-type scales. The scale of values for each



item ranged from one to four, one to five or one to six, dependent upon the available number of responses. High values indicate a high degree of the attribute being measured; in this case the crime level as perceived by the public.

After the values for responses to all items had been listed and transferred into a computer, each item was subjected to a one-way analysis of variance (Nie et al., 1975, p.460) across the eighteen Detachments. Those items which did not vary across Detachments were eliminated from further study. The intent of the research was to compare the relationships between variables across units and, if an item did not vary across Detachments, it would not contribute to a comparative analysis.

At the 0.01 level of significance with 17 and 1200 degrees of freedom, a univariate F-ratio greater than 2.00 would indicate that an item varied across all Detachments. Those with an F-ratio less than 2.00 were therefore eliminated. Item 2(c) was the only one removed through this analysis. Item 1(c) was arbitrarily removed because it reflected incidence of crime in Canada while the intent of this paper is to review crime in the community.

The values for the remaining items were then subjected to principal component factor analysis with varimax-factor rotation (Nie et al., 1975, pp. 468-514). Factor analysis identifies those items which are closely related



and permits their rearrangement into a smaller set of factors. Table 1 illustrates the F-ratios and factor matrix for the items which constitute this variable. Only one factor emerges and it will be given the same designation as the dependent variable. The following items form this factor:

Factor: Public Perceived Incidence of Crime.

1. How serious is the crime situation?
  - a) in your neighborhood.
  - b) in \_\_\_\_\_.
2. How safe do you (would you) feel in the places listed below?
  - a) in \_\_\_\_\_ as a whole.
  - b) in your home.
  - d) walking alone in your neighborhood at night.
  - e) in downtown \_\_\_\_\_ during the day.
  - f) in downtown \_\_\_\_\_ at night.

Factor scores were constructed by multiplying the item values which make up this factor by factor-score coefficients and summing these products. The factor-score coefficients were part of the output obtained from the factor analysis program. By utilizing the Statistical Package for the Social Sciences (S.P.S.S.) program (Nie et al., 1975, p.496), a mean factor score for each factor was calculated for each of the eighteen Detachments. This was obtained by summing the factor scores for each factor at each location and then computing the mean. These mean factor scores were then subjected to correlation analysis across the eighteen Detachments to establish the relationships between all of the factors.





F-RATIOS AND FACTOR MATRIX - PUBLIC PERCEIVED INCIDENCE OF CRIME ITEMS

Item	Label	F-Ratio	Factor Name and Matrix	Public Perceived Incidence of Crime
1a	Neighborhood Crime	3.552		0.567
1b	Municipality Crime	15.461		0.660
2a	Municipality Safety	8.425		0.828
2b	Home Safety	2.191		0.719
2d	Neighborhood Safety-Night	3.360		0.844
2e	Downtown Safety-Day	3.765		0.646
2f	Downtown Safety-Night	8.372		0.839



### Public Perception of Police Service

Questions 3 to 6 inclusive and 8 in Appendix 1 were also obtained from the Edmonton survey (Alberta Bureau of Statistics and the Edmonton Police Commission, 1976, pp.3-4) to measure this variable.

All items were subjected to one-way analysis of variance and those with F-ratios greater than the critical value are shown in Table 2 together with the factor matrix. The remaining items were eliminated. Two factors surfaced through factor analysis and were labelled as Public Perception of Police Behavior and Public Perception of Police Performance. The largest factor loadings, underlined in Table 2, indicate the items which were used as input in identifying the factors. These factors and their component items are:

#### Factor: Public Perception of Police Behavior.

3. In general, how favorable do you feel toward the R.C.M. Police in \_\_\_\_\_?
4. How often do you feel the R.C.M. Police in \_\_\_\_\_ are:
  - a) courteous
  - b) fair
  - c) inefficient
  - d) competent
  - e) dishonest
  - f) unhelpful
5. How satisfied are you with the performance of the R.C.M. Police in the following areas?
  - e) treatment of the general public.

#### Factor: Public Perception of Police Performance.

5. How satisfied are you with the performance of the R.C.M. Police in the following areas?



TABLE 2

## F-RATIOS AND FACTOR MATRIX - PUBLIC PERCEPTION OF POLICE SERVICE ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
3	Attitude Toward Police	2.972	Public Percep- tion of Police Behavior 0.639
4a	Police Courtesy	2.993	Public Percep- tion of Police Performance 0.452
4b	Police Fairness	2.523	0.238
4c	Police Inefficiency	3.127	0.231
4d	Police Competence	3.203	0.197
4e	Police Dishonesty	2.150	0.233
4f	Police Helpfulness	3.297	0.028
5a	Police Promptness	3.929	0.099
5b	Law Enforcement	3.812	0.545
5c	Traffic Control	5.660	0.819
5e	Treatment of Public	4.179	0.806
6	Police Performance	2.803	0.495
			0.605





- a) promptness in responding to calls.
- b) enforcing the laws.
- c) traffic control.

6. Overall, what kind of job do you feel the R.C.M. Police do?

Mean factor scores for each Detachment were then calculated.

### Public Perception of Police-Community Relations

Items sixteen to eighteen inclusive in Appendix 1 were used to measure this variable. Item 16 was obtained from the Edmonton survey (Alberta Bureau of Statistics and the Edmonton Police Commission, 1976, p.7) while items 17 and 18 were constructed specifically for this research.

All items were retained after the analysis of variance revealed F-ratios greater than 2.00. Only one factor surfaced during factor analysis and it has been given the same label as this variable. The items which constitute this factor are:

#### Factor: Public Perception of Police-Community Relations

- 16. Overall, how would you rate the relations between the R.C.M. Police and the public in \_\_\_\_\_?
- 17. To what extent do the members of the R.C.M. Police stationed in your area participate in voluntary community activities, such as membership in service clubs, managing or coaching minor league hockey, baseball and other sports, membership in community clubs, churches, etc.?
- 18. To what extent does the Officer in Charge of your local Detachment participate in voluntary community activities such as membership in service clubs, managing or coaching minor league hockey, baseball and other sports, membership in community clubs, churches, etc.?



Table 3 illustrates the F-ratios and factor matrix which were calculated. Mean factor scores for each unit were also computed.

TABLE 3  
F-RATIOS AND FACTOR MATRIX - PUBLIC PERCEPTION  
OF POLICE-COMMUNITY RELATIONS ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Public Perception of Police-Community Relations
16	Community Relations	7.098	0.407
17	Member Participation	4.643	0.853
18	Commander Participation	8.000	0.833

#### R.C.M.P. Members' Self Perception of Effectiveness

This is the only dependent variable which is developed from data generated in the Appendix 2 Questionnaire. Items 49 to 52 inclusive were designed specifically for this study.

The values for items in Appendix 2 were similarly subjected to one-way analysis of variance. With 17 and 160 degrees of freedom, the critical F-ratio value at the 0.05 level of significance is 1.70. Any items with F-ratios below this critical value were eliminated because they did



not vary across the eighteen Detachments. All four items had F-ratios greater than the critical value and therefore none were discarded. Factor analysis provided only one factor. The F-ratios and factor matrix are illustrated in Table 4. Mean factor scores for each unit were determined.

TABLE 4  
F-RATIOS AND FACTOR MATRIX - R.C.M.P. MEMBERS'  
SELF PERCEPTION OF EFFECTIVENESS ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Members' Perceived Effectiveness
49	Goal Achievement	2.118	0.738
50	Solving Crime	5.029	0.797
51	Volume of Work	5.031	0.680
52	Handling Emergencies	2.084	0.710

The factor label and the items which constitute this factor are:

Factor: Members' Perceived Effectiveness.

49. Overall, how would you rate your Detachment in effectiveness? How well does it do at achieving its goals?
50. Overall how productive are members of your Detachment in terms of solving crime?
51. Overall how productive are members of your Detachment in terms of volume of work processed?
52. How well a job does your Detachment do in dealing with unexpected emergencies?



## Operationalization of Independent Variables

### Leadership

Items 28 to 48 inclusive in Appendix 2 apply to the leadership process. Of these 21 items, 7 were adaptations from Mott (1972), 6 from Franklin (1975, pp. 162-164) and 3 from Reed (1967, pp. 534-535). The remaining 5 were constructed specifically for this study.

One-way analysis of variance tests were performed on the values of the leadership items. Those with F-ratios greater than the critical value are shown in Table 5. The remainder were eliminated. Four factors were identified through factor analysis. Factor labels were derived from the items which showed large factor loadings and are underlined in Table 5. These labels and their component items are:

Factor: Technical and Administrative Abilities of Commander.

- 36. How well does your Unit Commander handle the technical side of his job; for example, general expertise, knowledge of job, technical skills needed, etc.?
- 39. Overall, how well does your Unit Commander handle the administrative side of his job - planning and scheduling work, indicating clearly when work is to be finished, assigning the right job to the right person, inspecting and following up on the work that is to be done, etc.?
- 43. To what extent does your Unit Commander interact with the general public in the community which you police?
- 46. In general, how much do you feel that your Unit Commander can help to further your career in the R.C.M.P.?





TABLE 5  
F-RATIOS AND FACTOR MATRIX - LEADERSHIP ITEMS

Item	Label	F-Ratio	Factor Name and Matrix			
			Technical & Administrative Abilities of Commander	Members' Perceived Influence on Commander	General Leadership Qualities of Commander	Commanders' Compliance with Organization Police
28	Listen to Problems	3.601	0.280	0.472	<u>0.624</u>	-0.119
29	Interest in Welfare	6.731	0.380	0.409	<u>0.653</u>	-0.089
30	Encouragement	4.124	0.277	0.178	<u>0.803</u>	0.024
31	Performance Standards	3.725	0.398	0.041	<u>0.729</u>	0.142
33	New Ideas	4.618	0.299	0.253	<u>0.752</u>	0.090
34	Team Effort	4.236	0.189	0.257	<u>0.820</u>	0.024
35	Exchange Ideas	4.954	0.176	0.298	<u>0.825</u>	-0.065
36	Technical Expertise	6.017	<u>0.673</u>	-0.120	0.502	0.001
37	Support	4.544	0.504	0.368	<u>0.543</u>	-0.252
38	Influence	3.540	0.131	<u>0.843</u>	0.192	0.068
39	Administrative Ability	5.008	<u>0.593</u>	0.177	0.530	0.117
40	Trust	6.900	0.576	0.295	<u>0.585</u>	-0.110
41	Solicit Ideas	3.188	0.052	<u>0.781</u>	0.283	-0.140
42	Human Relations	6.564	0.387	0.433	<u>0.615</u>	-0.093
43	Public Relations	7.404	<u>0.595</u>	0.294	0.286	-0.110
44	Policy Compliance	2.331	0.093	-0.078	0.040	<u>0.955</u>
45	Fair Decisions	4.795	0.487	0.477	<u>0.464</u>	-0.087
46	Career Input	1.984	<u>0.725</u>	0.048	0.238	0.075
48	Overcome Restrictions	4.340	<u>0.777</u>	0.157	0.108	0.125



48. How often is your Unit Commander successful in overcoming restrictions (such as policy or budget) in getting you the thing you need in your job, such as equipment, personnel, etc.?

Factor: Members' Perceived Influence on Commander.

38. To what extent do you feel you personally can influence the activities and decisions of your Unit Commander on matters that are of concern to you?
41. In solving job problems, does your Unit Commander generally ask for your ideas and opinions?

Factor: General Leadership Qualities of Commander.

28. To what extent is your Unit Commander willing to listen to your problems?
29. To what extent does your Unit Commander have a sincere and friendly interest in the personal welfare and problems of your Detachment?
30. How much does your Unit Commander encourage people to give their best effort?
31. To what extent does your Unit Commander maintain high standards of performance?
33. To what extent does your Unit Commander offer new ideas for solving job-related problems?
34. To what extent does your Unit Commander encourage the persons who work for him to work as a team?
35. To what extent does your Unit Commander encourage people who work for him to exchange opinions and ideas?
37. Do you feel that your Unit Commander will go to bat or stand up for you?
40. How much confidence and trust do you have in your Unit Commander?
42. How well does your Unit Commander handle the human relations side of his job; for example, motivation of subordinates, giving recognition for good work, letting people know where they stand, etc.?



45. To what extent is your Unit Commander fair and reasonable in his decisions that affect your work, regardless of whether these decisions are favorable to you or not?

Factor: Commanders' Compliance with Organization Policy.

44. How closely does your Unit Commander follow established policies and procedures?

Mean factor scores for each factor at each Detachment were calculated.

### Communication

Questions 61 to 67 inclusive from Appendix 2 are the communication process items. Five of these questions were adaptations from Georgopoulos and Mann (1962), one from Mott (1972) and one from Likert (1967).

Those items remaining in the study after one-way analysis of variance are shown in Table 6. Factor analysis yielded three factors which were identified and labelled following a review of the items which showed heavy loadings for each of the three factors and are underlined in Table 6. The factor labels and their constituent items are:

Factor: Degree of Communication with Commander.

63. How often does your Unit Commander talk to you?  
c) at coffee breaks, etc.
64. How often do you talk with your Unit Commander about each of the following?  
a) case files.  
d) improvement in job satisfaction or morale.  
e) about community events or happenings outside the office.

Factor: Degree of Positive Information Flow Within Unit.

61. To what extent do members within your unit exchange helpful information and ideas?





TABLE 6  
F-RATIOS AND FACTOR MATRIX - COMMUNICATION ITEMS

Item	Label	F-Ratio	Factor Name and Matrix		
			Degree of Communication with Commander	Degree of Positive Information Flow Within Unit	Degree of Communication on Non-work Topics
61	Information Exchange	2.350	0.102	<u>0.654</u>	0.391
62	Adequacy of Commander Communications	4.150	0.461	<u>0.652</u>	-0.059
63c	Commander Communication at Coffee	4.134	<u>0.602</u>	0.351	0.050
64a	Commander Communication on Case Files	2.907	<u>0.841</u>	0.142	-0.038
64d	Commander Communication on Morale	3.631	<u>0.774</u>	0.013	0.124
64e	Commander Communication on Community	1.793	<u>0.641</u>	0.205	0.476
65b	Peer Communication Re: Supervision	2.112	0.110	<u>-0.756</u>	0.224
65f	Peer Communication Re: Community	2.239	0.043	-0.036	<u>0.916</u>
66	Information Flow	2.350	0.212	<u>0.527</u>	0.283
67	Commander Solicitation of Views	4.138	0.324	<u>0.708</u>	0.008



- 62. In general, how do you feel about the kind of communication you receive from your Unit Commander?
- 65. How often do you talk with other members of your unit about each of the following?  
b) improvement of supervision.
- 66. Generally, what is the direction of information flow within your unit?
- 67. When formal meetings are held at your Detachment to what extent are the views of all members solicited by your Unit Commander?

Factor: Degree of Communication on Non-Work Topics.

- 65. How often do you talk with other members of your unit about each of the following?  
f) about community events or happenings outside the office.

Mean factor scores were computed for each factor at each of the eighteen Detachments.

Control

Items 22 to 27 inclusive in Appendix 2 were designed as measures of control. Three were modifications from Patchen (1970) and three were from Bacharach and Aiken (1976). Only one item remained in the study after completion of the one-way analysis of variance tests. The F-ratio will be found in Table 7.

TABLE 7  
F-RATIO AND FACTOR MATRIX - CONTROL ITEM

Item	Label	F-Ratio	Factor Name and Matrix
			Degree of Control by Commander
22	Work Inspection	2.994	1.000



This factor was labelled in accordance with the content of the sole item which is depicted hereunder:

Factor: Degree of Control by Commander.

22. How much of your work is checked, inspected or reviewed by your Unit Commander?

The mean factor score for each Detachment was also calculated.

### Conflict

Items 68 to 73 inclusive are the conflict items from the questionnaire in Appendix 2. One was adapted from Franklin (1975) and the remainder were designed specifically for this study.

The one-way analysis of variance tests eliminated all items save two which are shown in Table 8. Only one factor evolved from the factor analysis. Its label and composition are:

Factor: Degree of Conflict Within Unit.

68. To what extent to you have significant unresolved differences with your Unit Commander?
72. How well do members of your Detachment work together?

Mean factor scores were calculated for each Detachment.

### Coordination

Items 99 to 104 inclusive from Appendix 2 constitute the coordination items. Three are adaptations from Mott (1972) and one is from Georgopoulos and Mann



TABLE 8  
F-RATIOS AND FACTOR MATRIX - CONFLICT ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Degree of Conflict Within Unit
68	Difference with Commander	2.895	0.773
72	Working Together	1.897	0.773

(1962). The remaining two were constructed specifically for this research.

The items which were found to vary across Detachments through analysis of variance tests are shown in Table 9.

TABLE 9  
F-RATIOS AND FACTOR MATRIX - COORDINATION ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Degree of Coordination Within Unit
99	Meshing Activities	2.040	0.789
100	Coordination	2.931	0.699
101	Timing Activities	3.241	0.687
102	Job Planning	2.001	0.597
104	Group Discussion	1.734	0.530





Only one factor was found through factor analysis. Mean factor scores were determined for each of the eighteen units. The factor label and constituent items are:

Factor: Degree of Coordination Within Unit.

- 99. How well are the different jobs and work activities in your Detachment geared together in the direction of meeting the objectives of the Detachment?
- 100. From time to time, problems of coordinating work of members who must work together arise. When they arise at your Detachment, how well are they handled?
- 101. To what extent are the policing activities well timed in the everyday routine of the Detachment?
- 102. How well planned are the job assignments for the members of your Detachment?
- 104. To what extent do all or most members of your unit meet together to discuss problems?

Cooperation

Items 12 to 20 inclusive from Appendix 2 provide measures of the cooperation items. All of these items, except one which was designed for this study, were adaptations from Franklin (1975, pp. 162-164).

The items which were not eliminated through one-way analysis of variance testing are shown in Table 10 together with the F-ratios. One factor emerged from factor analysis.

Mean factor scores were computed for each of the eighteen Detachments. The items which comprise the single factor and the factor label are:



TABLE 10  
F-RATIOS AND FACTOR MATRIX - COOPERATION ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Degree of Cooperation Within Unit
12	Approachable Members	1.949	0.606
15	Provide Help	1.885	0.619
17	Encouragement	2.041	0.712
18	Information Sharing	2.681	0.660
19	Confidence and Trust	2.217	0.693
20	Assistance	2.382	0.797

Factor: Degree of Co-operation Within Unit.

12. How friendly and easy to approach are the persons in your Detachment?
15. To what extent do persons in your Detachment provide the help you need so you can plan, organize and schedule work ahead of time?
17. How much do persons in your Detachment encourage each other to work as a team?
18. To what extent is information about important events and situations shared within your Detachment?
19. To what extent do you have confidence and trust in the persons in your Detachment?
20. To what extent do members of your Detachment assist each other when assistance is required?

Competition

Item 21 from Appendix 2 was designed specifically



for this research in order to measure competition within Detachments. Accordingly it constitutes a factor for the purpose of this research:

Factor: Degree of Competition Within Unit.

21. What degree of competition do you feel exists between members of your Detachment?

Table 11 depicts the F-ratio. The mean factor score for each unit was also computed.

TABLE 11  
F-RATIO AND FACTOR MATRIX - COMPETITION ITEM

Item	Label	F-Ratio	Factor Name and Matrix
			Degree of Competition Within Unit
21	Competition	1.844	1.000

Participation

Items 92 and 98 inclusive from Appendix 2 are the participation items in this study. One was an adaptation from Likert (1967) and the remainder were designed specifically for this research.

All but one of the items were eliminated through analysis of variance testing. The remaining item and the factor label are:

Factor: Member Participation in Decision Making.

92. When some important matter comes up that concerns me, my Unit Commander seeks out my ideas on the question before a decision is made.





A mean factor score was computed for each Detachment.

Table 12 illustrates the F-ratio for this item.

TABLE 12  
F-RATIO AND FACTOR MATRIX - PARTICIPATION ITEM

Item	Label	F-Ratio	Factor Name and Matrix
			Member Participation in Decision Making
92	Commander Seeks Ideas	2.682	1.000

#### Goal Clarity

Items 56 to 59 inclusive from Appendix 2 are designed to measure Goal Clarity. All were constructed specifically for this study. Those items which were found to vary across Detachments are shown in Table 13.

TABLE 13  
F-RATIOS AND FACTOR MATRIX - GOAL CLARITY ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Degree of Goal Clarity
57	Objectives Identified	5.292	0.472
58	Objectives Explained	2.634	0.896
59	Performance Level Identified	2.501	0.834



A mean factor score was calculated for each of the eighteen units.

### Group Characteristics

Items 53, 54 and 105 to 109 inclusive from Appendix 2 were constructed specifically for this study. One-way analysis of variance testing showed that none of these items varied across Detachments and they were all eliminated accordingly.

### Job Satisfaction

Items 1 to 11 inclusive from Appendix 2 were designed to measure job satisfaction. These are general questions which were constructed to measure the various aspects of job satisfaction.

All but two of these items were eliminated through analysis of variance testing. They formed one factor through factor analysis which was labelled as shown hereunder:

Factor: Satisfaction with Commander and Co-workers.

5. How satisfied are you with your present Unit Commander?
6. How satisfied are you with your fellow co-workers?

A mean factor score was calculated for each of the eighteen Detachments. The F-ratios and factor matrix are illustrated in Table 14.



TABLE 14

## F-RATIOS AND FACTOR MATRIX - JOB SATISFACTION ITEMS

Item	Label	F-Ratio	Factor Name and Matrix
			Satisfaction with Commander and Co-workers
5	Satisfaction with Commander	6.732	0.729
6	Satisfaction with Co-workers	1.813	0.729

Stress

Items 74 to 91 in Appendix 2 were designed specifically for this research in order to measure stress. The stress items consisted of two parts. The first part was constructed to measure the degree of stress caused by defined situations while the second part determined the frequency with which these situations occurred.

One-way analysis of variance testing revealed that the degree of stress caused by defined situations did not vary significantly over the eighteen Detachment. Differences were apparent across units in the frequency of occurrences. Table 15 portrays the items with F-ratios which exceed the critical value. These values refer solely to the frequency aspect of the items and not to degree of stress from the type of situation.

Five factors were identified through factor analysis. Those items which showed heavy loadings for each



TABLE 15  
F-RATIOS AND FACTOR MATRIX - STRESS ITEMS

Item	Label	F-Ratio	Factor Name and Matrix				
			Stress from Job Related Situa- tions in Public	Stress from Excessive Workload	Interpersonal Stress Within Unit	Stress from Involvement With Violence	Stress from Uncontrollable Situations
74	Insufficient Resources	4.638	0.053	<u>0.829</u>	-0.074	0.124	0.154
76	Conflict	2.038	0.094	-0.115	<u>0.826</u>	0.060	0.132
77	Serious Accidents	2.577	<u>0.414</u>	-0.038	0.223	0.378	0.009
78	Obnoxious Persons	4.681	<u>0.694</u>	0.120	0.145	0.253	-0.022
79	Firearms Use	2.890	-0.160	0.386	0.207	<u>0.705</u>	-0.145
81	Verbal Abuse	2.979	<u>0.824</u>	0.165	0.040	0.029	0.024
82	Unsolved Crime	2.459	0.415	0.334	0.312	-0.059	<u>0.387</u>
83	Lack Resources	1.746	-0.014	0.318	0.271	0.097	<u>0.490</u>
84	Poor Prosecutor	3.014	-0.154	0.043	0.151	-0.048	<u>0.752</u>
85	Heavy Workload	4.399	0.256	<u>0.766</u>	0.080	0.083	0.024
86	Commander Conflict	8.141	0.184	0.157	<u>0.726</u>	0.082	0.125
87	Frivolous Complaints	2.449	0.313	0.056	0.138	0.184	<u>0.380</u>
89	Physical Violence	3.183	0.300	0.164	0.086	<u>0.613</u>	0.062
90	Domestic Dis- putes	2.261	0.267	-0.025	-0.174	0.421	<u>0.512</u>
91	Licensed Premises Fights	2.257	0.181	-0.078	-0.082	<u>0.589</u>	0.337





of these factors are identified in Table 15 through underlining of the loadings in the factor matrix. Factor labels were derived from a study of these items. The labels and component items are:

Factor: Stress from Job-Related Situations in Public.

77. How stressful is it on you to handle an investigation in which there is serious injury or fatality?

How often does this situation occur on your unit?

78. How stressful is it on you to deal with obnoxious, intoxicated people in public?

How often does this situation occur on your unit?

81. How stressful is it on you to tolerate verbal abuse in public?

How often does this situation occur on your unit?

Factor: Stress from Excessive Workload.

74. How stressful is it on your Detachment when there are not sufficient resources to do all the work which must be done?

How often does this situation occur on your unit?

85. How stressful is it on you if the workload is too heavy to cope with?

How often does this situation occur on your unit?

Factor: Interpersonal Stress Within Unit.

76. How stressful is it on your Detachment if there are personality conflicts between members?

How often does this situation occur on your unit?

86. How stressful is it on your Detachment if the members do not get along with the Unit Commander?

How often does this situation occur on your unit?

Factor: Stress from Involvement with Violence.



79. How stressful is it on you to use firearms in the course of duty?

How often does this situation occur on your unit?

89. How stressful is it on you to become involved in physical violence with an offender?

How often does this situation occur on your unit?

91. How stressful is it on you to enter licensed premises to break up fights, disturbances or quarrels?

How often does this situation occur on your unit?

Factor: Stress from Uncontrollable Situations.

82. How stressful is it on your Detachment when all efforts to solve a continuing series of serious offences are unsuccessful?

How often does this situation occur on your unit?

83. How stressful is it on you if resources such as doctors, ambulances, etc. are not available when needed?

How often does this situation occur on your unit?

84. How stressful is it on you if the presentation of a case by the prosecutor is poor and this leads to a dismissal of the charge?

How often does this situation occur on your unit?

87. How stressful is it on you if many frivolous complaints are lodged against members by the public?

How often does this situation occur on your unit?

90. How stressful is it on you if you are called to investigate domestic quarrels, eg., fights between husband and wife?

How often does this situation occur on your unit?

Mean factor scores were calculated for each factor at each of the eighteen Detachments.



### Relationships Between Factors

The mean factor scores for all factors across the eighteen Detachments were subjected to correlation analysis using the S.P.S.S. (Nie et al., 1975, pp. 276-288) Pearson product-moment correlation program. This provided the correlation between all pairs of factors, both dependent and independent.

The independent and dependent factors which were developed in this study are illustrated in Figure 2.

### Other Questionnaire Items

Data from questions 7, 9 through 15 and 19 through 23 in Appendix 1 were not utilized in this research. Question 55 from Appendix 2 was used solely to group Detachments for additional tests in this research. No significant differences were found between the eighteen units when data from Question 60 of Appendix 2 was analyzed.

The small number of questionnaires to Unit Commanders, namely 18, did not permit analysis of variance across units or other meaningful statistical examination. When data from the member questionnaires were analyzed it appeared that nothing would be gained by including the information received from commanders. For these reasons, no further use of this information was made in this study.

### Environmental Effects

The eighteen communities chosen for this study possessed different characteristics which made each a





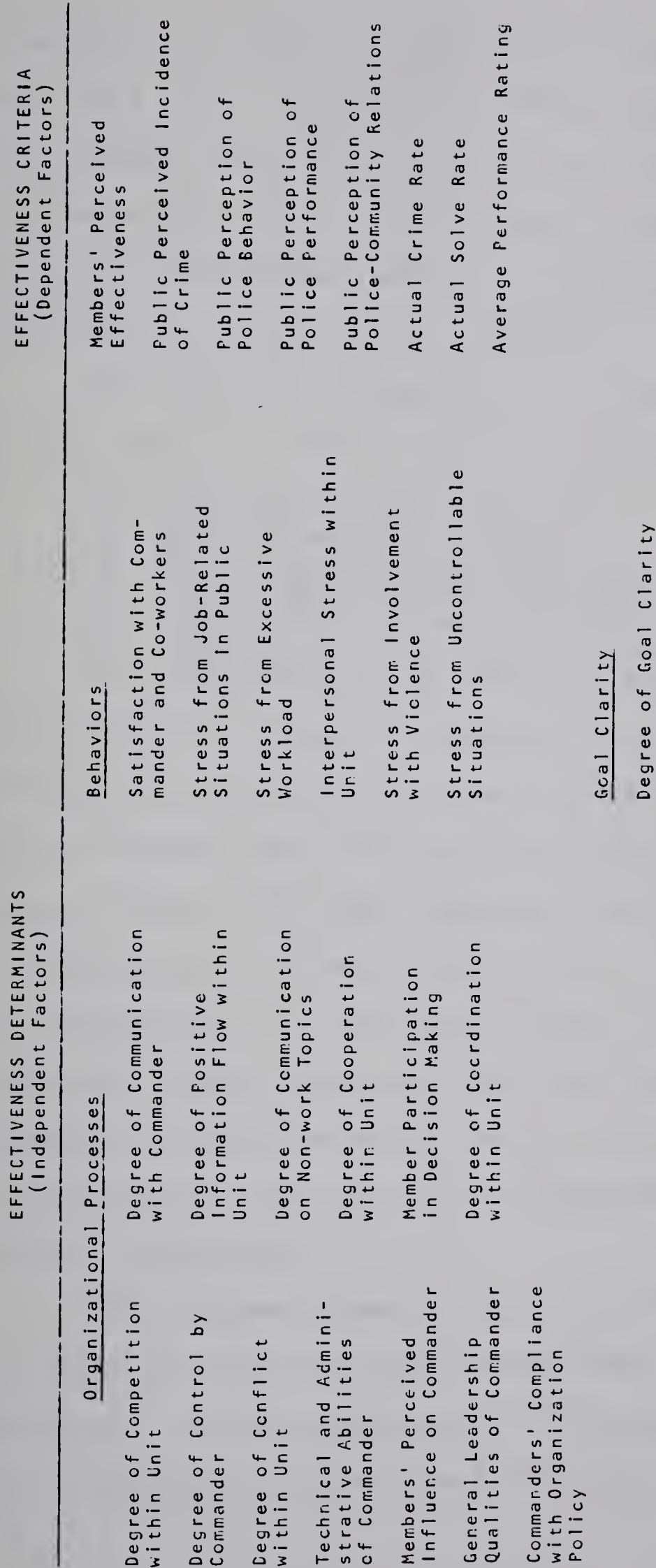


Figure 2. Police Model of Effectiveness Criteria and Determinants.



unique entity. These environmental or ecological differences could have a significant influence on one or more of the variables under examination in this research. These differences were identified and statistical analysis conducted to determine whether environmental characteristics had any effect on the variables.

The following categories were identified together with the number of communities (Detachments) in each group:

1. High native population (5).
2. Population over 15,000 (5).
3. Bedroom communities (5).
4. Fast growth communities (3).
5. Small rural communities (10).
6. Detachments with municipal duties only (5).
7. Detachments with M.B.O. programs (4).

In an attempt to establish whether or not environmental attributes had exerted influence, the relationships between pairs of factors were studied using the S.P.S.S. (Nie et al., 1975, pp. 373-383) regression analysis program with the introduction of dummy variables and slope shifters. Each relationship to a dependent factor with a correlation coefficient greater than  $\pm 0.40$  was examined through regression analysis by comparing the relationship for each type of category with that of the population consisting of eighteen communities.

The eighteen communities were also segregated into four mutually exclusive groups based upon environmental differences. These categories and the number of communities in each group are outlined hereunder:



1. High native population (5).
2. Bedroom communities (5).
3. Fast growth communities (3).
4. Rural communities (5).

The mean factor scores for each independent factor at each of the eighteen Detachments were subjected to a one-way analysis of variance and an a posteriori comparison of pairs of group means using the Student-Newman-Keuls procedure. Each of the four categories constituted a group for the purpose of this test. This test was designed to indicate whether there were significant differences between the means for each of the eight dependent factors across the four groups of communities.

#### Characteristics of Effectiveness

Mean factor scores for all dependent and independent factors were subjected to an a posteriori contrast test in conjunction with a one-way analysis of variance (Nie et al., 1975, pp. 422-433). Through this comparison of group means, homogenous subsets of group means were identified which indicated those Detachments with the highest and lowest ratings for each factor. These results were used to identify Detachments whose effectiveness was relatively high or low. The ratings for the eight dependent factors were used to assess effectiveness. The independent factors for the units so identified were then examined in an attempt to determine whether predictors of good or poor performance were evident.



## CHAPTER IV

### ANALYSIS OF THE DATA

In this chapter, the factor interrelationships will be identified and their explanations explored. Detachments will be evaluated in terms of their relative effectiveness and an examination made of properties which attach to good and poor performance. Influences which environmental characteristics exert on organizational effectiveness will also be reviewed.

The items designed to measure the degree of decentralization of work, rank structure and span of control were found not to vary across the eighteen Detachments when examined through a one-way analysis of variance. This supports the hypothesis that these organizational aspects were constant over all Detachments.

#### Factor Interrelationships

Pearson product-moment correlations were calculated to establish the relationships between all of the factors shown in Figure 2. The mean factor scores for each factor at each Detachment formed the data input for this analysis. Exceptions were the data for actual crime rate, actual





solve rate and average performance rating. The real values, rather than mean factor scores, were utilized. These correlations will be examined in two groups. The first deals with the interrelationships between dependent factors. The second relates to correlations between dependent and independent factors.

#### Dependent Factor Correlations

The Pearson product-moment correlation coefficients between dependent factors are shown in Table 16.

#### Members' Perceived Effectiveness

This factor was found to be positively correlated with Public Perceived Incidence of Crime (0.47) and Actual Solve Rate (0.60) and negatively correlated to Public Perception of Police Behavior (-0.45) and Public Perception of Police Performance (-0.47). All other dependent factor correlations with Members' Perceived Effectiveness were weak, each explaining less than 16% of the total variance.

The strong relationship with the Actual Solve Rate would indicate policemen evaluate their own performance relative to success in solving crime. A weak correlation with Actual Crime Rate suggests they do not consider crime prevention accomplishments in the same light.

The R.C.M.P. members, who evaluated their performance highly, were stationed in communities where the public perceived a higher degree of incidence of crime. The



TABLE 16

PEARSON CORRELATION COEFFICIENTS BETWEEN DEPENDENT VARIABLES

	Members' Perceived Effectiveness	Public Perceived Incidence of Crime	Public Perception of Police Behavior	Public Perception of Police Performance	Public Perception of Police-Community Relations	Actual Crime Rate	Actual Solve Rate	Average Performance Rating
Members' Perceived Effectiveness	1.000 s=0.001	0.468 s=0.050	-0.446 s=0.064	-0.468 s=0.050	0.132 s=0.602	0.387 s=0.113	0.599 s=0.009	0.346 s=0.159
Public Perceived Incidence of Crime		1.000 s=0.001	-0.501 s=0.034	-0.518 s=0.028	-0.387 s=0.113	0.740 s=0.001	0.278 s=0.264	0.139 s=0.581
Public Perception of Police Behavior			1.000 s=0.001	0.353 s=0.151	0.007 s=0.976	-0.529 s=0.024	-0.547 s=0.019	-0.369 s=0.131
Public Perception of Police Performance				1.000 s=0.001	0.175 s=0.487	-0.477 s=0.045	-0.186 s=0.459	0.191 s=0.448
Public Perception of Police-Community Relations					1.000 s=0.001	-0.061 s=0.809	0.496 s=0.036	0.053 s=0.834
Actual Crime Rate						1.000 s=0.001	0.543 s=0.020	0.021 s=0.933
Actual Solve Rate							1.000 s=0.001	0.356 s=0.147
Average Performance Rating								1.000 s=0.001



public in these locations gave poorer evaluations of police behavior and performance. The latter perceptions appear to be related to the public's view of the incidence of crime. A strong correlation was found between Actual Crime Rate and Actual Solve Rate (0.54) which indicates that the proportion of crime solved increases with the crime level. This was expected for two reasons. A higher incidence of crime provides more opportunities for policemen to identify and charge offenders. It is generally found that an individual or a group of persons commit several offences within a community which has a high crime rate. The apprehension of a single person may, in these circumstances, result in the solution of a large number of crimes.

This would suggest that correlations between Members' Perceived Effectiveness and the factors measuring Public Perceived Incidence of Crime, Public Perception of Police Behavior and Public Perception of Police Performance may not arise from direct relationships. The latter three factors are closely related to each other and to the Actual Crime Rate. This connection with the Actual Crime Rate together with the high correlation between the Actual Crime Rate and Actual Solve Rate may influence the correlations with Members' Perceived Effectiveness.

Partial correlations were performed to test this premise. Controlling for Actual Crime Rate and Actual Solve Rate, first order partial correlation coefficients





were obtained for the relationships between Members' Perceived Effectiveness and:

- (1) Public Perceived Incidence of Crime.
- (2) Public Perception of Police Behavior.
- (3) Public Perception of Police Performance.

Controlling for Actual Crime Rate, the partial correlation coefficients were: (1) 0.29, (2) -0.31, (3) -0.35.

Controlling for Actual Solve Rate, the coefficients were: (1) 0.39, (2) -0.18, (3) -0.45. All but one of these correlations are weak.

This supports the premise that the relationships between Members' Perceived Effectiveness and factors (1) to (3) were tied to the level of crime in the community.

#### Public Perceived Incidence of Crime

Positive correlations were found between this factor and Actual Crime Rate (0.74) and Members' Perceived Effectiveness (0.47) while there were negative correlations with Public Perception of Police Behavior (-0.50) and Public Perception of Police Performance (-0.52). All remaining correlations with dependent factors were weak.

It is apparent that community residents view crime levels realistically. When the Actual Crime Rate and the Perceived Incidence of Crime are high, the public have a more critical perception of police behavior and performance. The public were expected to view police service relative to the incidence of crime and therefore this outcome was anticipated. The relationship with Members' Perceived



Effectiveness was analyzed previously.

### Public Perception of Police Behavior

Negative correlations were found between this factor and Members' Perceived Effectiveness (-0.45), Public Perceived Incidence of Crime (-0.50), Actual Crime Rate (-0.53) and Actual Solve Rate (-0.55). All other correlations with dependent factors were weak.

The public evaluation of police behavior was more critical in communities where crime levels were higher. Residents probably feel that the police are not discharging their responsibilities adequately. In high crime areas, the police are involved more frequently in verbal and physical confrontation. The perception of police behavior is similarly influenced by environmental characteristics. It will be shown later in this paper that communities with high native populations or high growth rates view police behavior less favorably than bedroom communities. Consequently, the results of this analysis were to be expected.

The negative correlation between Public Perception of Police Behavior and Actual Solve Rate requires explanation. Intuitively, one would expect a strong positive correlation. If the police were doing an excellent job of solving crime, the public would be expected to view police behavior in a favorable light. Two possible explanations surface. The more probable one is that the public are generally unaware of the outcomes of police



investigations. If an individual registers a complaint, policy requires that he be advised of the investigation results. Only the results of very major cases are reported in the media. Accordingly, the majority of community residents would be unaware of success or failure rates in their local police department. They would probably judge the police on occurrence of crime rather than on the solve rate. The Actual Solve Rate is highly correlated with the Actual Crime Rate which contributes to the negative correlation between perceived police behavior and the solve rate. This is supported by partial correlation analysis. When the Actual Crime Rate is controlled for, the correlation between Public Perception of Police Behavior and Actual Solve Rate is reduced to  $-0.365$ . The second explanation is that policemen, who achieve high solve rates, demonstrate behavior which is viewed negatively by residents. While this may be true in some cases, it would be dangerous to generalize this premise over all police units.

The relationship with Members' Perceived Effectiveness was analyzed previously.

#### Public Perception of Police Performance

The analysis revealed negative correlations between this factor and Members' Perceived Effectiveness ( $-0.47$ ), Public Perceived Incidence of Crime ( $-0.52$ ) and Actual Crime Rate ( $-0.48$ ). All other correlations with dependent factors were weak. The relation to Members' Perceived





Effectiveness was discussed previously.

It was anticipated that the public would evaluate police performance more critically if crime levels in a community were higher. This was confirmed by the test results.

#### Public Perception of Police-Community Relations

This factor was positively correlated to the Actual Solve Rate (0.50). All other correlations with dependent factors were weak. This relationship suggests that greater success is achieved from investigative efforts when the police have established good rapport with community residents. The number of contacts in the community would be relatively larger and public cooperation with the police would no doubt be encouraged. This should enhance the solution of crime.

It was expected that a strong correlation would exist between this factor and Public Perception of Police Behavior or Public Perception of Police Performance. Both failed to materialize. This may indicate that the public evaluate police behavior and performance apart from any influence which might result from police participation in community affairs.

#### Actual Crime Rate

This factor is positively correlated with Public Perceived Incidence of Crime (0.74) and Actual Solve Rate (0.54) and negatively correlated with Public Perception of





Police Behavior (-0.53) and Public Perception of Police Performance (-0.48). As discussed previously, these were the anticipated results. All other correlations with dependent factors were weak.

#### Actual Solve Rate

It was found that this factor was positively correlated with Members' Perceived Effectiveness (0.60), Public Perception of Police-Community Relations (0.50) and Actual Crime Rate (0.54). It was negatively correlated with Public Perception of Police Behavior (-0.55). Correlations with the remaining independent factors were weak.

The stronger correlations were analyzed previously. A very weak relation to Public Perception of Police Performance supports the earlier finding that residents of a community evaluate performance according to crime levels rather than success in investigations.

#### Average Performance Rating

All correlations with other dependent factors were weak. The strongest of these were found to be with Members' Perceived Effectiveness and Actual Solve Rate which one would intuitively anticipate.

#### Summary

The general public is aware of the crime level in a community. Residents perceive police performance and behavior in relation to the crime level rather than the



achievements of police in solving crime. Police success in solving crime is directly related to the incidence of crime in the community. The police view their own effectiveness in terms of the solve rate rather than prevention of crime. The end result is that police evaluate their performance highly when they are successful in solving crime while the public rate police performance lower because of the high crime rate in existence when solve rates are high.

#### Dependent-Independent Factor Correlations

The Pearson product-moment correlation coefficients between the dependent factors and the independent factors are illustrated in Table 17.

#### Members' Perceived Effectiveness

This factor was positively correlated with Stress from Involvement with Violence (0.53) and negatively correlated with Stress from Uncontrollable Situations (-0.48). Correlations with the remaining independent factors were weak.

The relation with stress from violence has at least two possible explanations. The police may assess their own performance more positively if they find themselves frequently involved in violent situations. On the other hand, stress was found to be positively correlated with crime levels. The higher incidence of crime with attendant higher solve rates has been shown to be correlated with Members' Perceived Effectiveness. The correlation between



TABLE 17

# PEARSON CORRELATION COEFFICIENTS BETWEEN INDEPENDENT AND DEPENDENT VARIABLES

Independent Variable	Dependent Variable							
	Members' Perceived Effectiveness	Public Perceived Incidence of Crime	Public Perception of Police Behavior	Public Perception of Police Performance	Public Perception of Police-Community Relations	Actual Crime Rate	Actual Solve Rate	Average Performance Rating
Satisfaction with Commander and Co-workers	0.170 s=0.499	0.062 s=0.807	0.054 s=0.832	0.371 s=0.130	0.306 s=0.217	0.038 s=0.880	0.043 s=0.864	0.122 s=0.630
Degree of Competition within Unit	0.010 s=0.969	0.220 s=0.380	-0.243 s=0.332	0.081 s=0.750	-0.344 s=0.162	-0.121 s=0.631	0.004 s=0.986	-0.009 s=0.971
Degree of Control by Commander	0.115 s=0.649	0.065 s=0.796	0.107 s=0.672	0.450 s=0.061	0.130 s=0.608	0.112 s=0.658	0.017 s=0.945	0.209 s=0.405
Degree of Goal Clarity	0.331 s=0.180	0.375 s=0.125	-0.163 s=0.519	-0.049 s=0.847	-0.168 s=0.505	0.304 s=0.220	0.037 s=0.885	0.182 s=0.471
Degree of Communication with Commander	0.070 s=0.783	-0.146 s=0.562	0.179 s=0.477	0.352 s=0.152	0.233 s=0.353	-0.101 s=0.689	0.046 s=0.856	-0.039 s=0.879
Degree of Positive Information Flow within Unit	0.194 s=0.440	-0.147 s=0.560	0.222 s=0.375	0.319 s=0.197	0.366 s=0.135	-0.130 s=0.606	0.164 s=0.515	0.172 s=0.496
Degree of Communication on Non-Work Topics	0.189 s=0.453	-0.307 s=0.215	0.053 s=0.836	-0.067 s=0.791	0.377 s=0.123	0.147 s=0.560	0.235 s=0.348	-0.182 s=0.469





TABLE 17 - Continued

Independent Variable	Dependent Variable							
	Members' Perceived Effectiveness	Public Perceived Incidence of Crime	Public Perception of Police Behavior	Public Perception of Police Performance	Public Perception of Police-Community Relations	Actual Crime Rate	Actual Solve Rate	Average Performance Rating
Degree of Conflict within Unit	-0.152 s=0.548	-0.050 s=0.845	-0.255 s=0.307	-0.290 s=0.243	-0.147 s=0.560	-0.036 s=0.887	0.005 s=0.984	-0.016 s=0.949
Technical and Administrative Abilities of Commander	0.167 s=0.509	0.057 s=0.822	-0.144 s=0.569	0.107 s=0.674	0.375 s=0.125	-0.110 s=0.664	0.195 s=0.439	0.006 s=0.981
Members' Perceived Influence on Commander	-0.348 s=0.157	-0.439 s=0.069	0.538 s=0.021	0.442 s=0.066	0.242 s=0.333	-0.397 s=0.103	-0.303 s=0.222	-0.164 s=0.516
General Leadership Qualities of Commander	0.173 s=0.491	0.076 s=0.764	0.040 s=0.876	0.313 s=0.206	0.023 s=0.928	-0.034 s=0.893	-0.045 s=0.859	0.097 s=0.701
Commanders' Compliance with Organization Policy	0.065 s=0.797	-0.041 s=0.872	-0.317 s=0.200	0.079 s=0.755	-0.328 s=0.184	0.018 s=0.944	-0.150 s=0.551	0.243 s=0.331
Stress from Job-Related Situations in Public	0.365 s=0.136	0.493 s=0.038	-0.640 s=0.004	-0.133 s=0.600	-0.297 s=0.231	0.431 s=0.074	0.374 s=0.126	0.292 s=0.239
Stress from Excessive Workload	0.108 s=0.669	0.716 s=0.001	-0.224 s=0.371	-0.476 s=0.046	-0.579 s=0.012	0.583 s=0.011	-0.091 s=0.721	-0.061 s=0.809







this factor and Stress from Involvement with Violence could therefore be influenced by crime and solve rates with no direct connection to stress. To test this, a partial correlation analysis was conducted. When Actual Crime Rate was controlled for, the correlation between Members' Perceived Effectiveness and Stress from Involvement with Violence was 0.43. When Actual Solve Rate was controlled for, the correlation was 0.45. This suggests a direct connection between involvement in violence and the police perception of their effectiveness.

The negative relationship with Stress from Uncontrollable Situations might be tied into the composition of personnel at the eighteen Detachments. Those who possess a high degree of self confidence may not experience the same degree of stress from uncontrollable situations and may in fact control circumstances which those lacking self confidence may be unable to. This theory is provided some support by the negative correlation found between Stress from Uncontrollable Situations and Average Performance Rating (-0.59). Those members whose performance had been rated relatively lower by superiors experienced higher degrees of stress when in uncontrollable situations. Self confidence is always evaluated in performance assessments. Those with lower performance ratings may not score as highly in this area. Such a deficiency may contribute to increased stress when these police officers encounter situations they per-





ceive to be beyond their control. Police officers who receive superior ratings generally speaking are better equipped to handle stress and are quick to perceive that their performance is above average. Other explanations for this relationship could not be found.

#### Public Perceived Incidence of Crime

This factor was found to be positively correlated with Stress from Job-Related Situations in Public (0.49), Stress from Excessive Workload (0.72) and Stress from Involvement with Violence (0.48). It was negatively correlated with Members' Perceived Influence on Commander (-0.44). These relationships are shown in Figure 3. Correlations with all other independent factors were weak.

The three stress factors are related directly to the perceived level of crime in the community. Strong correlations were also found between these three factors and the Actual Crime Rate. It could be projected that the degree of stress experienced by the police influences perceptions of the public relative to the incidence of crime in the community. The Public Perceived Incidence of Crime would thus be effected by the Actual Crime Rate and the three stress factors.

An explanation for the relationship with Members' Perceived Influence on Commander is difficult to develop. There appears to be no reason why the public would view the incidence of crime in a different manner contingent upon





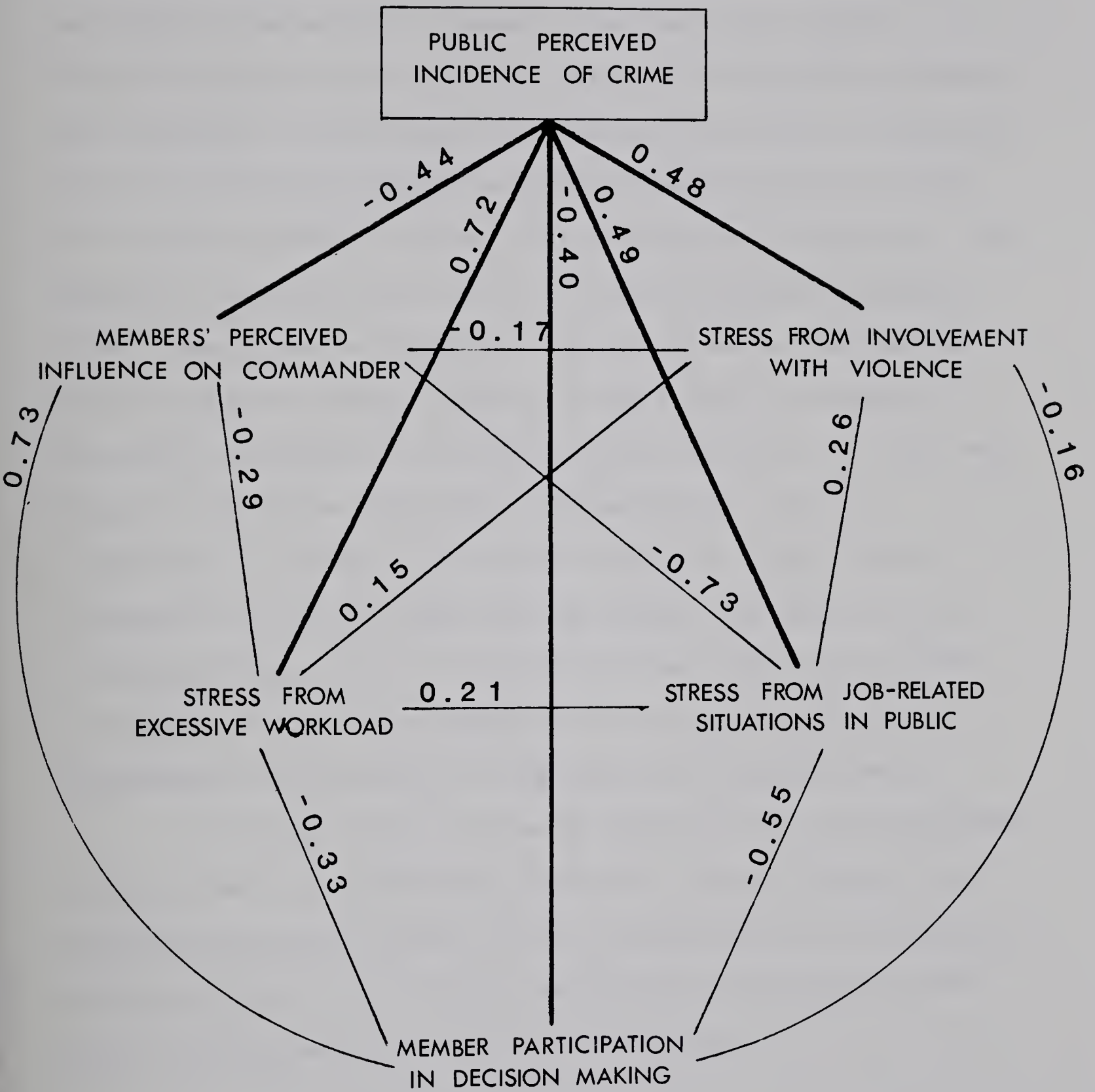


Figure 3. Correlations with Public Perceived Incidence of Crime.



the degree of influence police officers exercise vis a vis their Detachment Commanders. This is supported by the correlation between the Actual Crime Rate and Public Perceived Incidence of Crime. Members' Perceived Influence on Commander is positively correlated with Public Perception of Police Behavior (0.54) and Public Perception of Police Performance (0.44). These relationships were expected. The negative relationships shown previously between perceived crime levels and perception of police behavior and performance would therefore probably account for the negative correlation between Public Perceived Incidence of Crime and Members' Perceived Influence on Commander. This is supported by partial correlation analysis. When Public Perception of Police Behavior and Police Performance are controlled for, the correlations between Public Perceived Incidence of Crime and Members' Perceived Influence on Commander are reduced to -0.23 and -0.27 respectively.

As crime levels increase together with the attendant stress levels, a Detachment Commander may be disposed to become more authoritarian in his operation of the Detachment. Although there is no strong correlation with Actual Crime Rate, the explanation is a plausible one.

#### Public Perception of Police Behavior

Analysis revealed this factor to be positively correlated with Members' Perceived Influence on Commander (0.54), Stress from Uncontrollable Situations (0.42),



Degree of Cooperation within Unit (0.41) and Member Participation in Decision Making (0.53). It was negatively correlated with Stress from Job-Related Situations in Public (-0.64) and Stress from Involvement with Violence (-0.52). These relationships are illustrated in Figure 4. Correlations with other independent factors were weak.

The correlation matrix for independent factors yielded strong correlations between Members' Perceived Influence on Commander, Degree of Cooperation within Unit and Member Participation in Decision Making. These factors reflect interpersonal relations among police officers stationed at a Detachment. The correlation of these factors with Public Perception of Police Behavior suggests that local residents are influenced in their views by one aspect of leadership exhibited by Detachment Commanders and the cooperative atmosphere which prevails at a Detachment. If the police are cooperative by nature, they would probably display this trait when interacting with the general public. It would therefore be expected that these attributes would influence public opinion about police behavior.

The correlations with two stress factors were negative while one was positive. The negative ones pertain to Stress from Job-Related Situations in Public and Stress from Involvement in Violence. Because both arise from situations which require the police to react either physically or verbally when confronted, it was anticipated





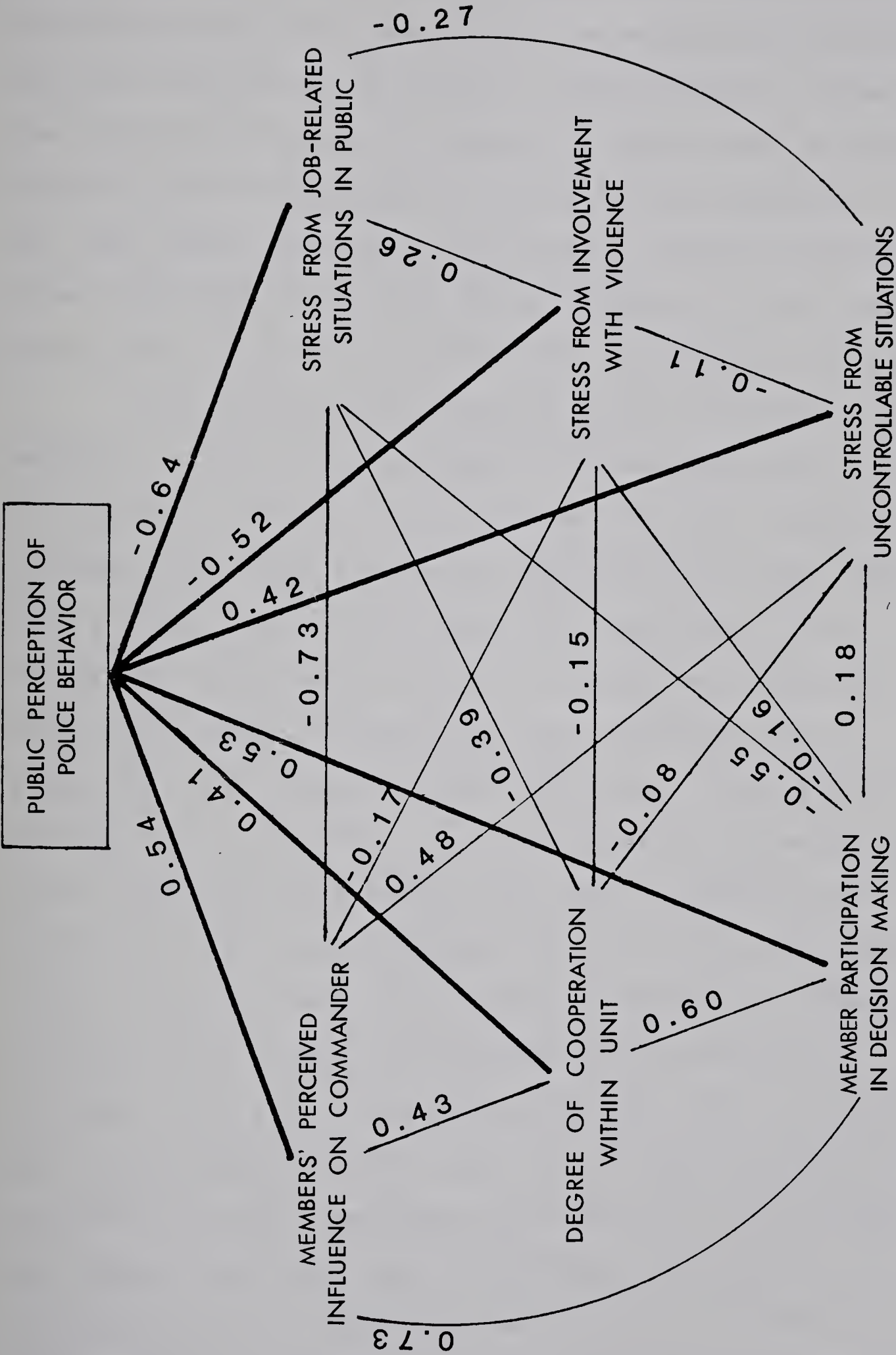


Figure 4. Correlations with Public Perception of Police Behavior.



that residents would be more critical of police behavior in locations where this type of occurrence was more prevalent. Another explanation, which may be complementary, arises from the negative correlation between the public view of police behavior and the incidence of crime in the community. It has been shown that stress is directly related to crime levels and thus it is to be anticipated that stress and the public view of police behavior would be strongly correlated.

The relationship between Public Perception of Police Behavior and Stress from Uncontrollable Situations is more difficult to explain. It was argued previously that police officers with certain personal characteristics may experience a higher degree of stress when confronted with situations they cannot control. It was found they had lower performance ratings and it was suggested they possessed lower levels of self confidence. This type of policeman would probably be less aggressive and accordingly local residents would assess this type of behavior more positively than that of aggressive individuals. The type of stress arising from uncontrollable situations is inherently different from stress arising from work situations or violence. The public may well sympathize with a policeman who is frustrated by court decisions, a poor prosecutor, the inability to obtain ambulance services at a bad accident, and similar uncontrollable situations. This theory is supported by many respondents to the survey of local residents who wrote addendums to the questionnaires suggesting



the policeman's lot would be a better one if more support was received from the courts and politicians. The public who view the police in these difficult situations may therefore evaluate police behavior in a more favorable light because of a sympathetic attitude.

### Public Perception of Police Performance

Positive correlations were found between this factor and Degree of Control by Commander (0.45), Members' Perceived Influence on Commander (0.44), and Member Participation in Decision Making (0.54). Negative correlations existed with Stress from Excessive Workload (-0.48) and Stress from Involvement with Violence (-0.45). These are depicted in Figure 5. Correlations with the other independent factors were weak.

The connection with degree of control might be accounted for, at least in part, by the actions of a Detachment Commander in ensuring that all complaints are promptly attended to, investigations are completed on a timely basis and complainants receive feedback of the results within a reasonable time frame. It is interesting to find there are very weak correlations between Degree of Control by Commander and the Actual Crime and Solve Rates. This suggests higher degrees of control do not necessarily enhance crime prevention and detection. Better control may contribute to a projection of good performance by requiring compliance with proper procedures.





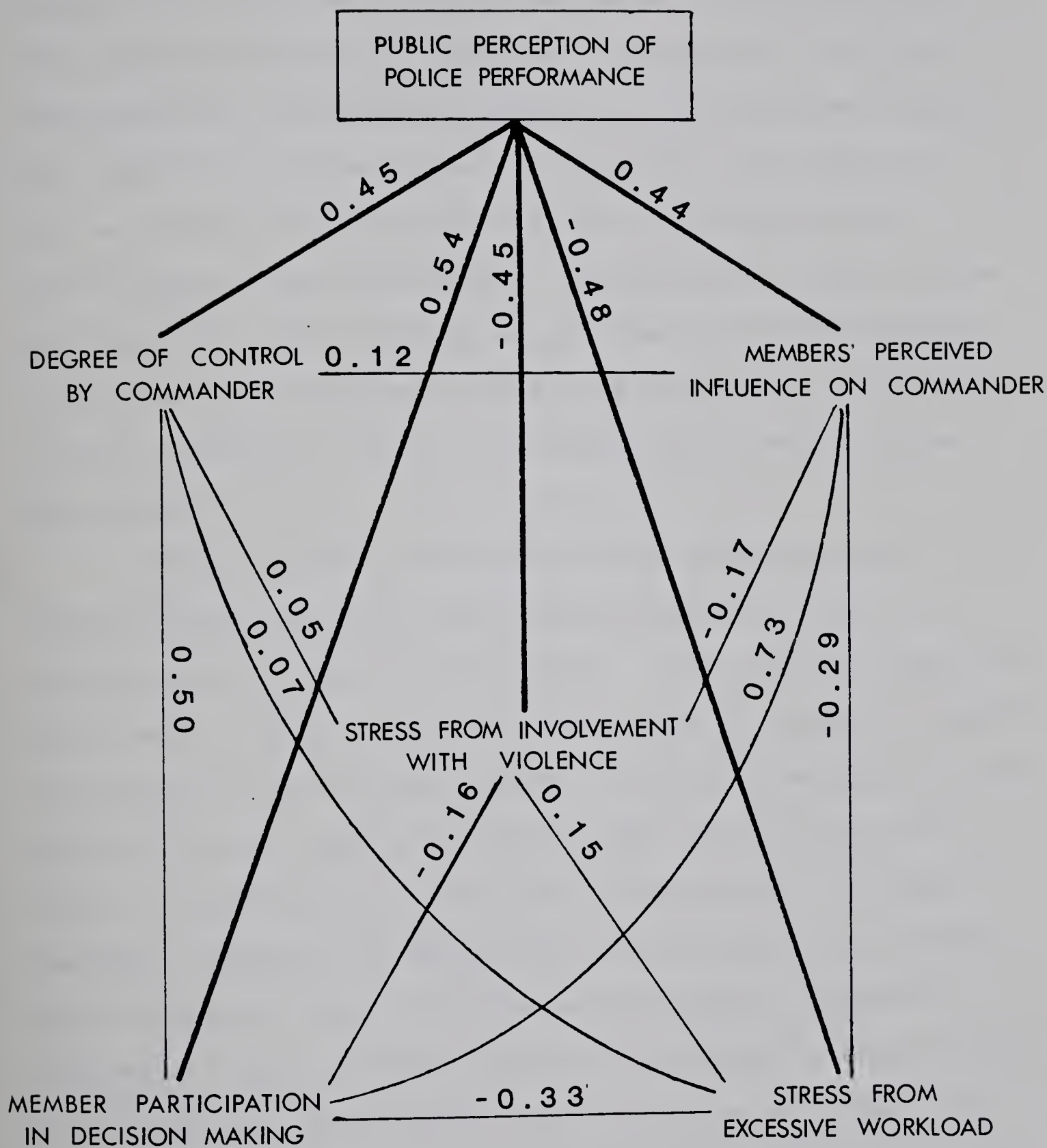


Figure 5. Correlations with Public Perception of Police Performance.





Public Perception of Police Performance is also related to Members' Perceived Influence on Commander and Member Participation in Decision Making. The latter two were shown previously to be highly correlated. In the discussion of relationships between the independent factors and public perception of police behavior, the impact of police conduct on the manner in which residents view police service was considered. These comments may also be applied here. The public may base their perceptions more on the personal deportment of the police officers stationed in their community than on the actual performance of the Detachment.

The negative correlations with the two stress factors were expected. There are two aspects to the explanation of these relationships. First, crime rates are positively related to stress and inversely related to public perception of police performance. Stress is expected to be high when crime levels are high. When crime levels are high, the public view police performance more critically. Secondly, members who experience higher degrees of stress may project an image of poorer performance to community residents. When a higher degree of violence is experienced in a community, the general public are generally aware of its existence and it would be expected this would lead them to view police performance more critically.



### Public Perception of Police-Community Relations

This factor was found to be negatively correlated with Stress from Excessive Workload (-0.58) and positively correlated with Degree of Coordination within Unit (0.40). The correlations with the remaining independent factors were weak.

The relationship with stress from excessive workloads could be caused by one or more influences. The police stationed at the unit might be so involved in their work that they do not find time to participate significantly in community affairs. Communities with higher crime levels and attendant higher stress from workload may possess characteristics which deter the police from participation in local activities. The side effects of stress itself may condition the police to refrain from interacting with local citizens.

The positive correlation with degree of coordination is explained by the conduct of police officers who work well together. Those who are inclined to be more cooperative in their work would be better disposed to utilize this quality in their relationships with the general public.

### Actual Crime Rate

This factor was positively correlated with Stress from Job-Related Situations (0.43), Stress from Excessive Workload (0.58) and Stress from Involvement with Violence (0.46). It was negatively correlated with Member



Participation in Decision Making (-0.45). These correlations are shown in Figure 6. Correlations with other independent factors were weak.

The positive relationships with three stress factors were anticipated. The differences in stress across the eighteen Detachments were measured solely in terms of occurrence, the result of which is higher stress levels for higher crime levels. The crime level would therefore contribute to the stress level and thus the stress factors would not be determinants of the crime level.

The only reason which could be found for the negative correlation with Member Participation in Decision Making was a possible tendency for Detachment Commanders to become more authoritarian when crime levels were high.

#### Actual Solve Rate

All correlations between this factor and the independent factors were weak. It was hypothesized that several of the independent factors would be determinants of the solve rate but this did not materialize. This is attributed to the expectations of policemen that the public, the prosecutors, the courts and their superiors will demand certain performance results. The police would thus work to comply ostensibly with these expectations.

#### Average Performance Rating

This factor is negatively correlated with Stress





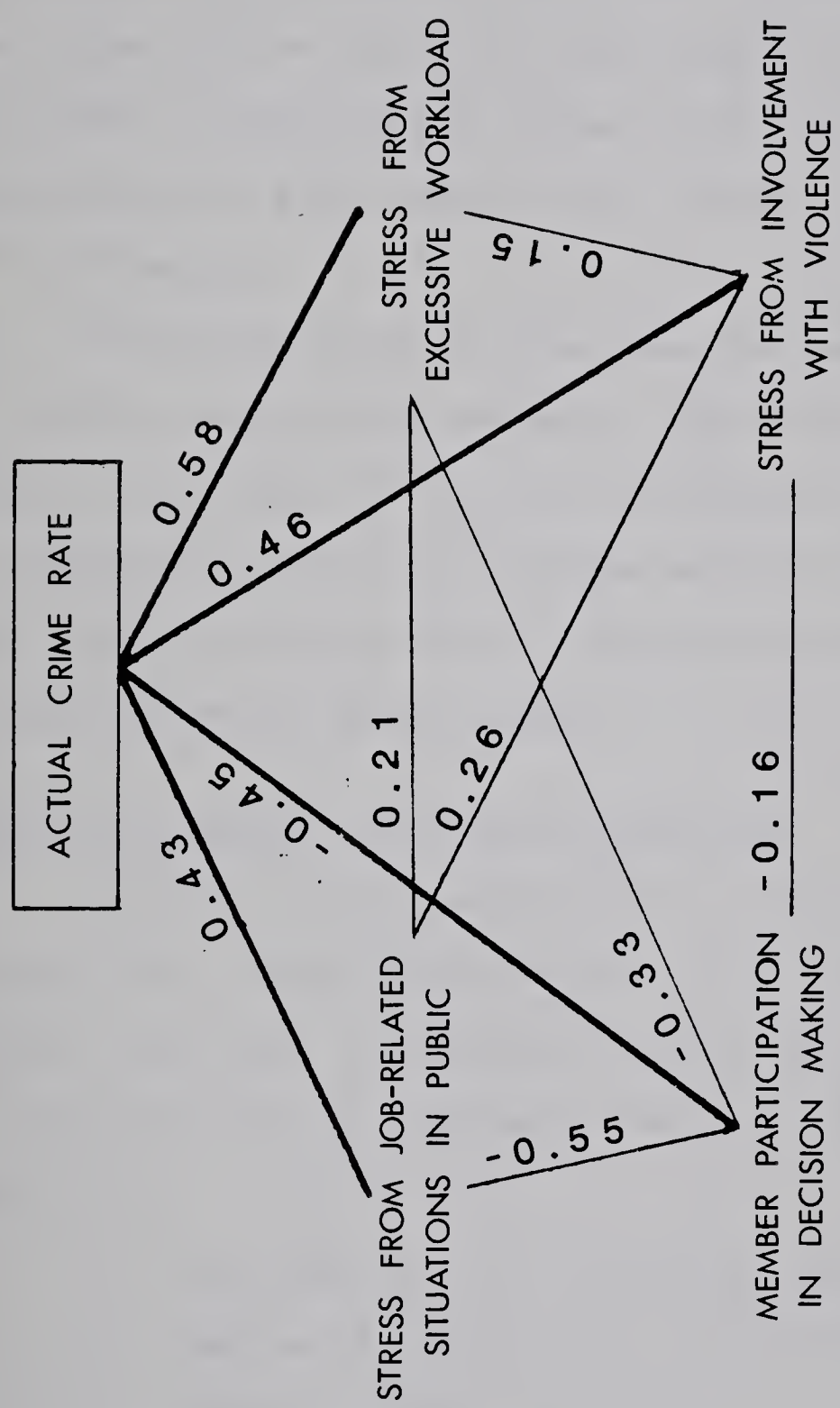


Figure 6. Correlations with Actual Crime Rate.



from Uncontrollable Situations (-0.59). Correlations with the remaining independent factors were weak. This relationship was discussed previously. Members with lower performance ratings might lack self confidence and either view situations as uncontrollable because they could not cope with them or experience a higher degree of stress from a given situation than members who possess higher degrees of self confidence.

The performance rating forms an important part of the R.C.M.P. evaluative process. There is no evidence to suggest that these ratings are not generally valid. It was not expected that the correlation analysis would result in so few correlations with this important measurement. No explanations could be developed.

#### Interrelationships with Low Correlations

Several low correlations were found between the dependent and independent factors. The correlation analysis revealed that some independent factors had no strong correlations with the dependent factors. These independent factors are:

1. Satisfaction with Commander and Co-workers.
2. Degree of Competition within Unit.
3. Degree of Goal Clarity.
4. Degree of Communication with Commander.
5. Degree of Positive Information Flow within Unit.
6. Degree of Communication on Non-Work Topics.



7. Degree of Conflict within Unit.
8. Technical and Administrative Abilities of Commander.
9. General Leadership Qualities of Commander.
10. Commanders' Compliance with Organization Policy.
11. Interpersonal Stress within Unit.

### Summary

The stress experienced by policemen from excessive workload, job performance in public and exposure to violence is directly related to the crime level in a community. Public perception of police performance and behavior is positively correlated to the type of interpersonal relationships police officers develop within their Detachments and negatively correlated to levels of stress arising from job performance in public, excessive workload and involvement with violence.

Public perception of police-community relations is inversely related to stress from excessive workload and directly related to the degree of coordination at a Detachment. Members view their own effectiveness relative to experience of stress from violence. There is an inverse relationship with their perceived effectiveness and exposure to stress from uncontrollable situations. Members with lower performance ratings experience higher degrees of stress from uncontrollable situations.



### Characteristics of Effective Detachments

The mean factor scores for all dependent and independent factors were subjected to a one-way analysis of variance together with an a posteriori comparison of group means. Each of the eighteen Detachments was classified as a group. The comparison of group means identified all homogenous subsets of group means.

The groups which were found to be in subsets which differentiated them as higher or lower than other groups were so identified. This process was conducted for each factor. The ratings obtained for the dependent factors were used to determine the most and least effective Detachments. With the exception of Public Perceived Incidence of Crime and Actual Crime Rate, high scores were defined as high levels of effectiveness. Low scores for the two exceptions were interpreted as high levels of effectiveness.

Table 18 lists the eighteen Detachments by alphabetic designation and depicts high and low performances for all dependent factors. Detachments "A" and "B" each had high ratings for three of the factors while Detachment "B" had one low rating for a dependent factor. No other Detachment received more than two high ratings. Detachments "C" and "D" each received four low ratings. The other units received three or less.

These results identified Detachments "A" and "B" as the most effective while "C" and "D" were found to be least effective.





TABLE 18  
HIGH AND LOW RANKINGS OF DEPENDENT FACTORS ACROSS ALL DETACHMENTS

Detachment	Members' Perceived Effectiveness	Public Perceived Incidence of Crime	Public Perception of Police Behavior	Public Perception of Police Performance	Public Perception of Police-Community Relations	Actual Crime Rate	Actual Solve Rate	Average Performance Rating
A				H		H		H
B		H	H			H	L	
C		L		L	L			L
D		L		L	L		L	
E					H			L
F		L		L		L		
G								
H		H			L	H	L	
I	H		L				H	
J								
K		L				L	H	H
L		H		H				
M						L	H	
N								
O		H			H			
P						L	H	
Q	L	L					L	
R				H		H		



The same comparison of group means was carried out on the independent factors. With the exception of the five stress factors and the conflict factor, high scores were interpreted as high values for each independent factor. Because the stress and conflict factors were deemed negative determinants of effectiveness, high scores were interpreted as low values for these factors. The results of this analysis are illustrated in Table 19.

The resultant rankings for the independent variables were examined to determine whether typical properties might be ascribed to Detachments with high or low degrees of organizational effectiveness.

Detachment "A" rated high in the following independent factors:

1. Satisfaction with Commanders and Co-workers.
2. Stress from Excessive Workload (Low Stress).
3. Degree of Coordination within Unit.

Detachment "A" did not rate low in any independent factors.

Detachment "B" did not rate high in any independent factors but did rate low for the following:

1. Technical and Administrative Abilities of Commander.

Detachment "C" received no high ratings and the undernamed low rating for independent factors:

1. Stress from Excessive Workload (High Stress).

Detachment "D" did not receive high ratings for any independent factors. Low rankings were received for the









TABLE 19 - Continued

Detachment	Stress from Job-Related Situations in Public	Stress from Excessive Workload	Interpersonal Stress within Unit	Stress from Involvement with Violence	Stress from Uncontrollable Situations	Degree of Cooperation within Unit	Member Participation in Decision Making	Degree of Coordination within Unit
A		H						H
B								
C		L						
D		L						
E								
F		L						
G	H				L			
H								
I	L							
J		H						
K		L			H			
L								H
M			L					
N			L					
O	H	H						H
P								
Q		L						
R								



following:

1. Stress from Excessive Workload (High Stress).
2. General Leadership Qualities of Commander.
3. Degree of Communication with Commander.
4. Degree of Control by Commander.

It was apparent from these comparisons that no pattern of characteristics surfaced which would typify determinants of good or poor performance at Detachments. This supports the outcomes of correlation analyses which revealed few interrelationships between dependent and independent factors. These findings revealed an association between Stress from Excessive Workload and the dependent factors of Actual Crime Rate, Public Perceived Incidence of Crime and Public Perception of Police Behavior. Associations were also found between the dependent variables. These results are generally consistent with the correlation analyses. Other connections between dependent and independent factors were not found in this examination of Detachment effectiveness.

#### Environmental Effects on Dependent Factors

Detachments were grouped into one or more of the seven categories described in Chapter III. Simple linear regression analysis was used to examine the relationships between each of the eight dependent factors and any other factor, dependent or independent, by comparing relationships between pairs of factors for each category with that for all



eighteen Detachments. Only correlations which were greater than  $\pm 0.40$  were considered in this analysis. Dummy variables and slope shifters were introduced to measure differences between each type of Detachment and the population of eighteen Detachments. This analysis was conducted to investigate what, if any, influence environmental characteristics exert on the effectiveness criteria and their related determinants. Environmental differences could influence the relationship between pairs of factors or the dependent factor itself. If the relationship between pairs of factors within categories was effected, differences would be found between the regression coefficients for the category of Detachments so influenced and the population of Detachments. The relationship between factors might be found to differ in magnitude, direction or both. Any impact on the dependent factor which does not influence the relationship between factors would surface in the intercept value. Differences could also be found in both the slope and intercept values which would indicate an influence upon the dependent factor itself as well as its relationship to the second factor in the pair. If differences were found in this investigation, this would indicate a variation from the correlations between pairs of factors so influenced. This variation could be in the magnitude or direction of the correlation or both.

In this regression analysis, there were 1 and 14 degrees of freedom. The critical value for an F-ratio at



the 0.05 level of significance is 4.6. When F-ratios for the dummy variables and slope shifters were less than 4.6, the difference between the population and the test category was found not to be significant and no further examination was warranted. None of the F-ratios for dummy variables exceeded 4.6. This indicated there were no significant differences in the intercept values of the regression equations. The F-ratios for slope shifters which exceeded 4.6 are shown in Table 20. The regression coefficients or B values with F-ratios greater than 4.6 for certain pairs of factors within specific categories differ significantly from the B values for the population. Forty-eight relationships between pairs of factors were subjected to regression analysis for each of the seven categories.

#### High Native Population

The only relationship which showed a significant difference in this category was that between Members' Perceived Influence on Commander and Public Perceived Incidence of Crime. The regression coefficient was -0.47 across the eighteen Detachments while it was 0.48 for this category. At the 0.05 level of significance, one difference would be expected out of every twenty tests purely by chance. In this comparison, only one was found in a group of forty-eight. Statistically, there is no significant difference between this category and the population.

The results indicate the members stationed at





TABLE 20

COMPARATIVE ANALYSIS OF RELATIONSHIPS WITH DEPENDENT FACTORS  
FOR SPECIFIED CATEGORIES

Category	Dependent Factor	Related Factor	F-Ratio	Significance	Regression Coefficient (B) (All Units)	Regression Coefficient (B) (For Category)
High Native Population	Public Perceived Incidence of Crime	Members' Perceived Influence on Commander	5.375	0.050	-0.446	0.485
	Public Perception of Police Performance	Members' Perceived Influence on Commander	6.501	0.034	0.120	0.849
Populations over 15,000	Public Perception of Police Performance	Stress from Involvement with Violence	7.742	0.021	0.003	-0.601
	Public Perception of Police Performance	Actual Crime Rate	5.156	0.040	-1.081	-6.071
	Public Perception of Police Behavior	Members' Perceived Influence on Commander	7.426	0.010	0.263	-0.140
Segregated Municipal Detachments	Public Perception of Police Behavior	Member Participation in Decision Making	5.162	0.022	0.307	-0.329
	Members' Perceived Effectiveness	Stress from Uncontrollable Situations	5.048	0.014	-0.404	2.576
Small Rural Communities	Public Perception of Police Performance	Stress from Involvement with Violence	6.296	0.033	-0.530	0.047
Bedroom Communities	Public Perceived Incidence of Crime	Stress from Excessive Workload	6.659	0.001	0.417	-0.133
Fast Growth Communities	Public Perceived Incidence of Crime	Stress from Excessive Workload	4.982	0.001	0.418	1.476



Detachments in this category exert more influence on their Commander when the incidence of crime is perceived to be high. It is difficult to project any explanation other than to suggest that a Commander and his subordinates work more closely in this type of environment.

#### Populations over 15,000

Three significant differences were found in this category. This is close to the number of deviations which would be expected to surface by chance (2.4). Accordingly, there is no statistical difference between this category and the population.

Differences surfaced in the relationships between Public Perception of Police Performance and three other factors. They are:

1. Members' Perceived Influence on Commander.
2. Stress from Involvement with Violence.
3. Actual Crime Rate.

The B value for the first of these relationships was found to be 0.85 for this category as compared to 0.12 for the population. The reason for this difference is not readily apparent. The B value for the relationship with stress is -0.60 for the category while it is 0.003 for the eighteen Detachments. This indicates a decrease in perceived police performance as the stress from involvement with violence increases. The absolute amount of violence in any given area probably varies directly with the size of



the population and the number of offences. This would lead to not only a greater degree of stress for members at the unit but also to a greater public awareness about the occurrence of this type of crime and accordingly police performance might be perceived in a more critical light. The B value for the relationship with the crime rate is -6.07 for this category while it is -1.08 for the population of Detachments. This suggests that residents in larger cities are more critical of police performance as the rate of crime increases. This might be expected because of the greater number of crimes committed in larger centers. Although the absolute number is higher, the crime rate may not be proportionally larger than that of smaller communities. The sheer weight of numbers may be sufficient to lead residents to believe the situation is more serious than it actually is.

#### Detachments with Municipal Duties Only

Three significant differences in the values of regression coefficients were found in this category. The first is in the relationship between Public Perception of Police Behavior and Members' Perceived Influence on Commander. The B value for this category is -0.14 while it is 0.26 for the population. Second is the relationship between Public Perception of Police Behavior and Member Participation in Decision Making. The B value is -0.33 for this category and 0.31 across all eighteen Detachments. Both relationships include leadership styles. It is dif-





difficult to explain why these differences exist between segregated and integrated Detachments. The Commanders are transferred from one type of unit to another during their service and there appears to be no valid explanation of the difference.

The third difference was found in the relationship between Members' Perceived Effectiveness and Stress from Uncontrollable Situations. The B value was 2.58 for this category and -0.40 for the population. This result also begs explanation. If it could be shown that this type of stress was more likely to develop within a municipal unit than an integrated one, it could be projected that members are judging their own effectiveness relative to their handling of the situations which cause the stress. There is no evidence that this type of situation is more prevalent at the five municipal units in this study and therefore this conclusion cannot be justified.

The three differences which surfaced for this category are approximately the same number which would be expected to be found by chance. Therefore, there is no significant difference between this category and the population.

#### Small Rural Communities

The only difference found was in the relationship between Public Perception of Police Performance and Stress from Involvement with Violence. The B value for this



category is 0.05 while it is -0.53 for the eighteen Detachments. This indicates that police performance is viewed more positively in rural areas as involvement with violence increases. An explanation for this might be that the residents of a small community are familiar with the offenders who confront the police and the public may view the police in a sympathetic vein when it is necessary to resort to violence.

The single difference in this category is less than the number expected by chance. Thus there is no significant difference between this category and the population.

#### Bedroom Communities

This category was comprised of five suburban communities which were satellites of a large urban center. The only difference in this category was in the relationship between Public Perceived Incidence of Crime and Stress from Excessive Workload. The B value was -0.13 for this category and 0.42 for the population. This single difference is less than the number expected by chance and therefore there is no significant difference between this category and the group of eighteen Detachments.

The difference suggests that stress from excessive workload decreases while the perceived crime level increases. No explanation can be offered for this situation.

#### Fast Growth Communities

The single difference found here is less than the



number expected by chance and therefore there is no significant difference between this category and the population of Detachments.

This difference was in the relationship between Public Perceived Incidence of Crime and Stress from Excessive Workload. The B value is 1.48 for the category while it is 0.42 for all Detachments. The type of crime and the incidence thereof in fast growing communities is high relative to the number of men stationed in such areas. There is usually a lag in the supply of manpower as the community grows. This would definitely contribute to a work overload and the stress arising from it. It is only natural that the relationship between perceived crime levels and this type of stress would be higher for this category.

#### Detachments with M.B.O. Programs

No differences were found in any of the relationships between factors which were examined. Therefore, there is no significant difference between this category and the population. This supports the findings of Hasenfeld and English (1974, pp. 21-22) that management techniques such as M.B.O. achieve only limited degrees of success when applied to human service organizations.

#### Comparison of Means of Dependent Factors

The eighteen Detachments were divided into four mutually exclusive categories. Each group of Detachments





possessed unique environmental characteristics which are described in the following category labels:

1. High native population (5).
2. Bedroom communities (5).
3. Rural communities (5).
4. Fast growth communities (3).

The number of Detachments in each group is indicated in parentheses.

The mean factor scores for each of the eight dependent factors for the eighteen Detachments were subjected to one-way analysis of variance and an a posteriori comparison of pairs of group means using the Student-Newman-Keuls procedure. This test identified homogenous subsets of group means. The group means found in the same subset do not significantly differ.

Table 21 depicts the means for each group, the F probability and the results of comparisons of pairs of group means.

#### Members' Perceived Effectiveness

No statistical difference was found in the comparison of group means.

#### Public Perceived Incidence of Crime

No statistical difference was found in the comparison of group means.





TABLE 21  
STUDENT-NEWMAN-KEULS COMPARISONS OF MEANS - DEPENDENT FACTORS

Factor	Means				F Probability	Multiple Comparison (S-N-K Procedure) $\alpha = 0.05$
	Native $\mu_1$	Bedroom $\mu_2$	Rural $\mu_3$	Fast Growth $\mu_4$		
Members' Perceived Effectiveness	0.284	-0.361	0.209	-0.218	0.147	No Statistical Difference
Public Perceived Incidence of Crime	0.157	-0.245	-0.095	0.385	0.048	No Statistical Difference
Public Perception of Police Behavior	-0.186	0.192	0.053	-0.109	0.008	$\mu_1, \mu_4 < \mu_2$
Public Perception of Police Performance	-0.097	0.172	0.041	-0.246	0.195	No Statistical Difference
Public Perception of Police-Community Relations	-0.031	-0.126	0.210	-0.204	0.126	No Statistical Difference
Actual Crime Rate	0.192	0.077	0.125	0.164	0.014	$\mu_1 > \mu_2$
Actual Solve Rate	0.626	0.388	0.531	0.405	0.000	$\mu_1 > \mu_3 > \mu_2, \mu_4$
Average Performance Rating	72.330	70.482	70.590	70.233	0.648	No Statistical Difference



### Public Perception of Police Behavior

Residents in bedroom communities evaluated police behavior significantly higher than did the public in communities with high native populations or those experiencing fast growth. The comparison of means testing found rural communities in both subsets. Rural communities do not differ significantly from either subset.

### Public Perception of Police Performance

Statistical differences did not surface in the comparison of group means.

### Public Perception of Police-Community Relations

No statistical difference was found in the comparison of group means.

### Actual Crime Rate

Communities with high native populations had significantly higher crime rates than bedroom communities. These two subsets both included rural and fast growth communities. Accordingly, rural and fast growth communities did not differ significantly from either of the subsets.

### Actual Solve Rate

The comparison of means resulted in three subsets. The first was composed of the high native population group; the second included rural communities; the third embraced



bedroom and fast growth communities. This indicates that the high native population group has higher solve rates than the rural group which, in turn, has higher solve rates than the combination of fast growth and bedroom communities.

#### Average Performance Rating

No statistical difference was found in the comparison of group means.

The results of this comparison of group means are supported by the a posteriori contrast tests used to identify Detachments with high and low effectiveness ratings.

#### Summary

The regression analysis and comparison of group means showed there were few statistically significant differences between the eighteen Detachments in this research when they were grouped according to environmental characteristics. The comparison of pairs of factors between defined categories and the population of eighteen Detachments disclosed no significant differences in the intercept values of regression equations. Some differences were found in the regression coefficients but these were fewer than probability would indicate. The comparison of group means revealed that group means differed for three of the eight dependent factors. This indicates that environmental aspects exert some influence on the yardsticks developed in this study to measure organizational effectiveness.





## CHAPTER V

### CONCLUSION

Eight criteria were developed and utilized to evaluate organizational effectiveness at eighteen R.C.M.P. Municipal Detachments within the Province of Alberta. This effectiveness construct included aspects of measurement from within the organization together with those from the environment in which the R.C.M.P. operates.

Twenty projected determinants of organizational effectiveness were constructed. The relevancy of these items to performance was outlined in papers containing the results of previous research. Interrelationships between the eight effectiveness criteria were calculated as were those between effectiveness criteria and the projected determinants.

The results showed that the public view incidence of crime in a community relative to the actual crime rate. The public assess police behavior and performance inversely with the rate of crime in the community. The police view their own effectiveness in relation to the proportion of crime which they solve. The actual solve rate is strongly correlated with the actual crime rate. Solve rates are



higher in locations where residents have a better perception of police-community relations.

Aside from the stress factors, there were few strong correlations between the effectiveness criteria and the determinants of effectiveness constructed for this study. The control exercised by a Detachment Commander was positively related to public perception of police performance. The degree to which police officers felt they could participate in decision making and influence their Commander was related to the public perception of police behavior and performance. Detachment cooperation levels were positively correlated with public perception of police behavior. The degree of coordination was related to public perception of police participation in community affairs. There was a negative correlation between the actual crime rate and participation in decision making.

Stress arising from excessive workload, exposure to violence and performance of certain tasks in public was positively related to the level of crime and negatively correlated with public perception of police behavior and performance. Stress from excessive workload was negatively correlated with residents' perception of police participation in community affairs. Police officers who experienced higher degrees of stress from violence evaluated the performance of their unit more highly.

Detachments which experienced higher measures of stress from involvement with uncontrollable situations were



composed of personnel with lower performance ratings. The public perceived the behavior of these members in a more favorable light than they did of those stationed at Detachments with lower stress levels.

This research has failed to identify a significant number of determinants of organizational effectiveness for R.C.M.P. Municipal Detachments. Aside from the stress factors, only four of the projected determinants were strongly correlated with one or more of the effectiveness criteria. Three of the four stress factors possessing strong correlations with the effectiveness criteria were directly related to the level of crime in the community. There is good reason to conclude that one or more of the effectiveness criteria, in particular the crime rate, contribute to the degree of stress. If increasing crime rates lead to a greater degree of stress at a Detachment, the stress is not a determinant of effectiveness as measured by the actual crime rate but rather the crime level is a determinant of stress. On the other hand, stress appears to influence the perceptions of the public relative to police behavior and performance.

The data indicate that police officers rate their effectiveness in accordance with the frequency of their involvement in violent confrontations. In other words, as a policeman experiences more physical involvement in the discharge of his duties, he feels his job is being performed more effectively. Involvement in violence may lead



to a reduction in the levels of frustration and stress being experienced by the police, especially in a community where crime levels and involvement in violence are high.

Stress is an integral part of any operation but it impairs performance after reaching a critical level. Thus it has both functional and dysfunctional aspects as it relates to organizational effectiveness. For this reason, stress should be monitored to ensure it has not reached proportions which detract from police performance. Except for stress arising from uncontrollable situations, public evaluation of police behavior and performance is adversely affected by high stress levels at Detachments. Policy strategies should be developed within police departments to measure stress levels. Causes should be determined when stress is found to be high and the appropriate action taken to alleviate the problem. This will not only benefit the individual but will enhance public perception of police effectiveness. The public do not view favorably the situations beyond the control of the police which contribute to stress. For this reason, local residents are likely to be sympathetic with the police when such problems are prevalent within the community.

Two independent factors which were relatively strongly correlated with effectiveness criteria were participation in decision making and influence on the Detachment Commander. Detachments which ranked high in participative factors were viewed well by the public in





terms of police behavior and performance. Also, actual crime rates were low. These relationships with effectiveness criteria support the findings of Price (1968), Negandhi and Reimann (1973), Pennings (1976), Duncan (1973), Child (1975) and Mott (1972). Detachments with superior cooperation and coordination also rated well when assessed by residents for police performance and behavior. The four independent factors discussed here involve, to a great degree, the interpersonal deportment of individuals stationed at Detachments. The results suggest that units composed of members who work well together likewise receive higher effectiveness evaluations from local residents.

This manner of police behavior appears to exert more influence on public evaluation of police effectiveness than on evaluative criteria used by the organization.

Contrary to the hypotheses, many independent factors were not strongly correlated to any of the effectiveness criteria. Previous research showed that several aspects of leadership were related to effectiveness (Lieberson and O'Connor, 1972; Mott, 1972). Price (1968) and Mott (1972) illustrated the effect of communication networks on organizational performance. Several authors demonstrated the relationships between job satisfaction and effectiveness (Price, 1968; Negandhi and Reimann, 1973; Srivastva and Salinpante, 1976; Mott, 1972). Webb (1974) and Mott (1972) identified the need for cohesion and absence of conflict in an effective organization. The findings of



this research failed to provide support for interrelationships which had been established between these independent factors and effectiveness criteria.

Different explanations for these disparities can be offered. The upper or meta goals of a police force are defined by legislators. They are reinforced by the policy of senior management of the R.C.M.P. Controls are exercised on the police both from within and without the organization. The public generally expect the police to investigate complaints, especially the more serious crimes which formed the data base for this study. Prosecutors and courts also demand a certain level of performance from the police. Within the R.C.M.P., operational audits are performed regularly with a view to ensuring that policy is complied with and the quality of investigations remains at an acceptable level. Operative goals may interfere with organization goals, but the described controls work toward keeping this goal displacement to a low level, particularly in the area of serious crime investigation. The very nature of police work requires a police officer to carry out criminal investigations irrespective of the conditions which exist within the Detachment.

The effectiveness criteria which were measured by input from the public are strongly correlated to the actual crime rate, another effectiveness criterion. Through its manpower selection, training and transfer procedures, the R.C.M.P. has been successful in providing capable policemen



for Detachment policing. Most of the independent factors in this research would not be expected to directly influence the public perception of police service. Rather, the influence would be expected through the effect these independent factors might have on the crime level or solve rate. The findings support this. As a result, the public judge police effectiveness according to crime levels.

A police force is therefore a unique complex organization. The results of this study suggest that the determinants of effectiveness, which have been used successfully in other organizations, do not have the same application to the type of R.C.M.P. unit which was analyzed. This research did not include other sections or branches of the R.C.M.P. and therefore no generalization can be made about the applicability of these findings to the R.C.M.P. as a whole. Nor does it mean that the independent factors are not important to the operation of the R.C.M.P. There are many strong correlations between the independent factors which should be examined although they were not the subject of this research.

The analyses revealed that the public and the police each view police effectiveness from a different viewpoint. The public form their perceptions from the crime level while the police evaluate their own performance in terms of success in solving crime. The results are contradictory. Similar conflicts in effectiveness viewpoints were found by Dubin (1976). High solve rates are





closely related to high crime rates. Therefore the public would view effectiveness in a high crime area in a poor light while the police would believe they were doing a good job. The R.C.M.P. has initiated an intensive crime prevention program since the inception of this study. Prior to this, management emphasis was placed on high solve rates. After a transition period, it would be worthwhile to determine whether this new program has had a significant effect on police perception of effectiveness.

Police forces in large urban centers have experienced spending restraints during periods of growing population and increased crime. The impact these forces have on controlling crime rates is in question. Some forces investigate only a restricted category of crimes and are in fact adjusting to high crime rates rather than exerting influence on them. There was no evidence that this type of selective enforcement of criminal matters was being utilized at the eighteen Detachments in this study. The data gathered do not establish that crime rates are related to preventive policing and they may in fact be related to environmental effects. Other elements such as legislation, the criminal justice system and societal norms may also exert influence.

The dichotomy of perception of police effectiveness between the public and the police should be recognized by management. If the police are to retain the confidence of the public, they must be aware of the criteria used by the



public to assess performance. Public perceptions should be influenced through regular provision of pertinent information about police activity to local residents.

Police forces are unique human service organizations which operate within a complex set of conditions. These circumstances nullify the normal expected relationships between effectiveness criteria and determinants. The effectiveness criteria developed in this study appear to be the best available measures of police performance. Their reliability and validity is dependent upon the quality of data used to measure them. This approach to performance measurement is tailored to the uniqueness of a police operation. This type of effectiveness construct would not be flexible enough to provide a meaningful measure of performance across all organizations.

#### Public Perception of R.C.M.P.

The replies from the general public in the eighteen Alberta communities indicate that local residents are very satisfied with the policing received from the R.C.M.P. 90.7% of the 1319 respondents displayed favorable feelings toward members of their local Detachment. 94.6% indicated the R.C.M.P. were doing a good job. 93.9% of the residents felt R.C.M.P. services were important to maintain their quality of life. Replies to other questions included in the survey reflected similar favorable views.



### Police Efficiency

This study was not intended to nor did it make any examination of efficiency at the eighteen Detachments. Such a study would be both difficult and time-consuming. A number of factors involved in the evaluation of organizational efficiency may prevent the establishment of any meaningful and reliable measurements which could be applied across detachments. For example, a police officer investigating an offence might, for a number of reasons, be able to apprehend the offender during the commission of a crime. On the other hand it may be necessary to interview several witnesses over a period of time before the offender is identified and located. Therefore, the investigative courses for identical crimes would differ significantly. This would not necessarily mean that the first investigation was conducted more efficiently than the second. In fact, it is possible that better use of investigational time was made in the second instance than in the first. Because it is not possible to keep an investigator under surveillance at all times on all investigations, a valid measurement of efficiency becomes difficult, if not impossible. Two units could rate equally well in terms of organizational effectiveness as defined in this study. However this does not mean that each unit achieved equal effectiveness with the same degree of efficiency. The efficiency aspect is not unimportant and should be considered when units are being assessed.





### Detachment Effectiveness

Detachments with relatively high and low degrees of effectiveness were identified through one-way analysis of variance with a comparison of group means. The units with the greatest number of high ratings for dependent factors were designated as most effective while those with the greatest number of low ratings were shown as least effective.

Using the same statistical analyses, the high and low ratings were obtained for the independent factors. No pattern of characteristic determinants was found which could be used to identify qualities possessed by units with high or low effectiveness ratings. This supported the results obtained through correlation analysis.

### Environmental Characteristics

Regression analysis revealed no significant differences between Detachments grouped according to unique environmental attributes. One-way analysis of variance together with comparison of group means revealed differences in group means for three of the eight dependent factors. The public perceived police behavior to be better at Detachments which were located in bedroom communities than those having high native populations or experiencing fast growth. The actual crime rate was higher in communities with high native populations than in bedroom communities. The actual solve rate was higher in communi-





ties with large native populations than communities in rural areas. The solve rate was lower in bedroom and fast growth communities than it was in rural communities.

The crime rate was lowest in bedroom communities. This is probably due to the fact that there are fewer businesses in this type of municipality. Also, the potential gain from crime is less in the bedroom community than in the large urban center near which it is located. Criminals would therefore prefer to commit crimes in the larger center. It is easier to avoid detection in large cities. Crime in native communities is high primarily as a result of alcohol consumption and resultant quarrels. Generally lower standards of living probably contribute to a larger number of thefts.

The solve rate in communities with high native populations is highest. This is partially due to the high crime rates. The type of crime prevalent at these locations lends itself to positive identification of the accused. Education levels are generally lower which may contribute to a less sophisticated type of crime and a relatively greater number of admissions to crimes which would not be forthcoming in areas with higher education. Low solve rates in bedroom communities are related to low crime rates. Low solve rates in fast growth communities are probably the result, at least in part, of highly transient populations. Fewer residents are known by the police and this might permit a criminal to move in and depart without detection.



### Summary

This research failed to support many of the hypothesized interrelationships between the dependent and independent factors constructed to evaluate organizational effectiveness in a police organization. A police force is a unique human service organization. Therefore, the development of effectiveness constructs must be derived from these unique characteristics.









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APPENDIX 1

SURVEY OF RESIDENTS' ATTITUDES  
TOWARD THE POLICE





FACULTY OF BUSINESS ADMINISTRATION AND COMMERCE

Telephone: 432-5693

CENTRAL ACADEMIC BUILDING  
THE UNIVERSITY OF ALBERTA  
EDMONTON, CANADA  
T6G 2G1

SURVEY OF RESIDENTS' ATTITUDES TOWARD THE POLICE

The University of Alberta and the Royal Canadian Mounted Police are conducting a survey of attitudes regarding police services at various points throughout Alberta. Information from the survey will be used by the R.C.M. Police to evaluate and to improve present police services to the community.

You are one of the residents of your community who has been randomly selected to receive this survey questionnaire. We need your assistance. For this study to reflect most accurately the opinions of local residents, your participation is essential. We thus ask that you promptly complete and return your questionnaire. Any adult member of the household may complete the questionnaire.

The importance of your opinions in this survey cannot be over-emphasized. Making your views known will help the R.C.M. Police to offer the kinds of service that residents want and need.

Anonymity

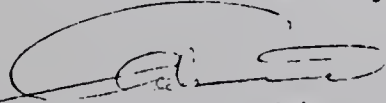
Your responses will remain anonymous -- names will not be associated with questionnaire responses.

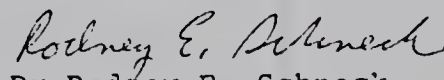
All questionnaires will be processed at the University of Alberta. Only combined questionnaire results will be made available. The confidentiality of individual questionnaires is assured. PLEASE DO NOT PLACE YOUR NAME ON THE QUESTIONNAIRE.

Return of Questionnaire

A postage-paid envelope, addressed to the University of Alberta, is enclosed for the return of your questionnaire. It is requested that you kindly complete and return your questionnaire within the next week.

We thank you for your time and co-operation and look forward to receiving your completed questionnaire.

  
Franklin L. Kobie  
Inspector, Royal Canadian Mounted Police

  
Dr. Rodney E. Schneck  
Professor, Faculty of  
Business Administration,  
University of Alberta



- 1 -

## PLEASE RESPOND TO EVERY ITEM

1. In your view, how serious is the crime situation in the places listed below?

The box below on the right contains five possible responses, numbered 1 to 5. Look at item a, to the left of the box, and decide which of the five responses you agree with most. Write the number of that response in the blank space beside item a. Then proceed to items b and c.

Fill in every blank with the number that indicates your view.

How serious is the crime situation?

- a. \_\_\_\_ in your neighbourhood  
b. \_\_\_\_ in \_\_\_\_  
c. \_\_\_\_ in Canada as a whole

1 = not at all serious  
2 = slightly serious  
3 = moderately serious  
4 = very serious  
5 = extremely serious

2. How safe do you (would you) feel in the places listed below?  
(Fill in every blank with the appropriate number)

- a. \_\_\_\_ in \_\_\_\_ as a whole  
b. \_\_\_\_ in your home  
c. \_\_\_\_ walking alone in your neighbourhood during the day  
d. \_\_\_\_ walking alone in your neighbourhood at night  
e. \_\_\_\_ in downtown \_\_\_\_ during the day  
f. \_\_\_\_ in downtown \_\_\_\_ at night

1 = very safe  
2 = moderately safe  
3 = slightly safe  
4 = slightly unsafe  
5 = moderately unsafe  
6 = very unsafe

3. In general, how favorable do you feel toward the R.C.M. Police in \_\_\_\_?

(Circle the one letter that best expresses your view)

- a = very favorable  
b = moderately favorable  
c = slightly favorable  
d = slightly unfavorable  
e = moderately unfavorable  
f = very unfavorable

4. How often do you feel the R.C.M. Police in \_\_\_\_ are:  
(Fill in every blank with the appropriate number)

- a. \_\_\_\_ courteous  
b. \_\_\_\_ fair  
c. \_\_\_\_ inefficient  
d. \_\_\_\_ competent  
e. \_\_\_\_ dishonest  
f. \_\_\_\_ unhelpful

1 = never  
2 = hardly ever  
3 = sometimes  
4 = most of the time  
5 = always





- 2 -

5. How satisfied are you with the performance of the R.C.M. Police in the following areas?

(Fill in every blank with the appropriate number)

- a. \_\_\_\_ promptness in responding to calls
- b. \_\_\_\_ enforcing the laws
- c. \_\_\_\_ traffic control
- d. \_\_\_\_ treatment of lawbreakers
- e. \_\_\_\_ treatment of the general public
- f. \_\_\_\_ solving crimes

1 = very satisfied
2 = moderately satisfied
3 = slightly satisfied
4 = slightly dissatisfied
5 = moderately dissatisfied
6 = very dissatisfied

6. Overall, what kind of job do you feel the R.C.M. Police do? (Circle the one letter that best expresses your view)

- a = very good
- b = moderately good
- c = slightly good
- d = slightly bad
- e = moderately bad
- f = very bad

7. How much time should the R.C.M. Police spend on the activities listed below? (Fill in every blank)

- a. \_\_\_\_ protecting property
- b. \_\_\_\_ helping in family disputes
- c. \_\_\_\_ walking a beat
- d. \_\_\_\_ saving lives
- e. \_\_\_\_ catching criminals
- f. \_\_\_\_ controlling crowds at sport events, rallies, etc.
- g. \_\_\_\_ dealing with parking violations
- h. \_\_\_\_ patrolling the city by car
- i. \_\_\_\_ responding to complaints of loud parties, barking dogs, etc.
- j. \_\_\_\_ regulating traffic

1 = hardly any time
2 = small amount of time
3 = moderate amount of time
4 = large amount of time

8. All things considered, how important do you feel R.C.M. Police services are for the quality of your life? (Circle one letter)

- a = very important
- b = moderately important
- c = slightly important
- d = slightly unimportant
- e = moderately unimportant
- f = very unimportant

9. Have you yourself ever been treated impolitely by a police officer? (Circle one letter)

- a = yes
- b = no



- 3 -

10. Have you ever seen someone else being treated impolitely by a police officer? (Circle one letter)  
a = yes  
b = no
11. Have you yourself ever been treated unfairly by a police officer? (Circle one letter)  
a = yes  
b = no
12. Have you ever seen someone else being treated unfairly by a police officer? (Circle one letter)  
a = yes  
b = no
13. Have you yourself ever been physically mistreated by a police officer? (Circle one letter)  
a = yes  
b = no
14. Have you ever seen someone else being physically mistreated by a police officer? (Circle one letter)  
a = yes  
b = no
15. Have you ever seen a police officer not do his duty when he should have? (Circle one letter)  
a = yes  
b = no
16. Overall, how would you rate the relations between the R.C.M. Police and the public in \_\_\_\_\_? (Circle one letter)  
a = very good  
b = moderately good  
c = slightly good  
d = slightly bad  
e = moderately bad  
f = very bad
17. To what extent do the members of the R.C.M. Police stationed in your area participate in voluntary community activities, such as membership in service clubs, managing or coaching minor league hockey, baseball and other sports, membership in community clubs, churches, etc. (Circle one letter)  
a = to a great extent  
b = to a considerable extent  
c = to a moderate extent  
d = to some extent  
e = not at all  
f = I don't know



- 4 -

18. To what extent does the Officer in Charge of your local Detachment participate in voluntary community activities such as membership in service clubs, managing or coaching minor league hockey, baseball and other sports, membership in community clubs, churches, etc. (Circle one letter)
- a = to a great extent
  - b = to a considerable extent
  - c = to a moderate extent
  - d = to some extent
  - e = not at all
  - f = I don't know
19. These final items will permit us to include your views with the views of other people who have characteristics similar to yours. What was your age at your last birthday? \_\_\_\_\_
20. What is your sex? (Circle one letter)
- a = male
  - b = female
21. What is the highest level of education you have completed? (Circle one letter)
- a = less than grade 8
  - b = grade 8 - 10
  - c = some grade 11 or 12
  - d = high school graduate
  - e = some college or university
  - f = college or university graduate
  - g = graduate work
22. A. Would you please estimate your total family income in 1975, before taxes and deductions? (Include yourself and all relatives, including common-law, living with you. Consider a single person living alone as a "family".) (Circle one letter)
- |                       |                         |
|-----------------------|-------------------------|
| a = under \$2,000     | i = \$ 9,000 - \$9,999  |
| b = \$2,000 - \$2,999 | j = \$10,000 - \$11,999 |
| c = \$3,000 - \$3,999 | k = \$12,000 - \$14,999 |
| d = \$4,000 - \$4,999 | l = \$15,000 - \$19,999 |
| e = \$5,000 - \$5,999 | m = \$20,000 - \$24,999 |
| f = \$6,000 - \$6,999 | n = \$25,000 - \$29,999 |
| g = \$7,000 - \$7,999 | o = \$30,000 +          |
| h = \$8,000 - \$8,999 |                         |
- B. How many people are fully dependent upon this income for their support? (Include yourself)
23. How long have you lived in \_\_\_\_\_? \_\_\_\_\_  
(Circle one letter)
- a = less than 3 months
  - b = 3 to less than 12 months
  - c = 1 to less than 3 years
  - d = 3 to 5 years
  - e = more than 5 years

THANK YOU FOR YOUR CO-OPERATION

PLEASE DO NOT PLACE YOUR NAME ON QUESTIONNAIRE.



## APPENDIX 2

### ATTITUDE SURVEY OF R.C.M.P. MEMBERS (SUBORDINATES)





## ATTITUDE SURVEY OF R.C.M.P. MEMBERS

University of Alberta  
Faculty of Business Administration and Commerce

April, 1977

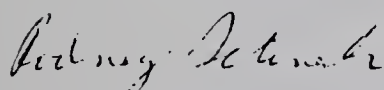
This is a study about police work. The main purpose of the study is to determine the processes which are in operation at Municipal Detachments and how these relate to the effective operation of the Detachment.

Your Detachment is one of many in Alberta which were selected to participate in this study. At each Detachment, we need the cooperation of many people like yourself, and the success of the study will depend on the information that you give us.

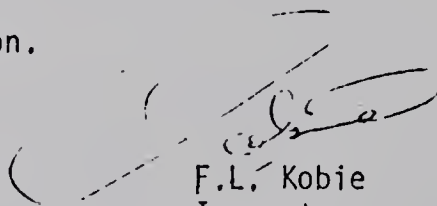
To get the information on how you think and feel about the R.C.M.P. and the people stationed at your Detachment, we would like you to fill out this questionnaire. Your individual answers are completely confidential and will remain anonymous - do not sign your name to the questionnaire. Would you kindly reply within the next week.

The final value of our study will depend upon the frankness and care with which you answer the questions. There are no right or wrong answers. The main idea is that you answer the questions the way you feel - the way things seem to you personally. Your answers will be combined with those of many other members and the results of the research will be available to you when the research is completed.

Thank you very much for your cooperation.



R.E. Schneck  
Professor,  
Faculty of Business Administration  
and Commerce



F.L. Kobie  
Inspector,  
Royal Canadian  
Mounted Police



## A. SATISFACTION

Beside each of the statements listed below please indicate whether you are strongly satisfied, satisfied, sometimes satisfied, dissatisfied, or very dissatisfied.

	<u>Strongly</u> <u>Satisfied</u>	<u>Satisfied</u>	<u>Sometimes</u> <u>Satisfied</u>	<u>Dissatisfied</u>	<u>Very</u> <u>Dissatisfied</u>
1. How satisfied are you with your opportunity on the job to fully use your skills and abilities?	( )	( )	( )	( )	( )
2. Are you satisfied with the feeling of accomplishment you get from the work you are doing?	( )	( )	( )	( )	( )
3. Are you satisfied with the opportunity your job allows you to do important and worthwhile things?	( )	( )	( )	( )	( )
4. Overall how satisfied are you with the kind of work you do?	( )	( )	( )	( )	( )
5. How satisfied are you with your present Unit Commander?	( )	( )	( )	( )	( )
6. How satisfied are you with your fellow co-workers?	( )	( )	( )	( )	( )
7. How satisfied are you with the amount of authority you have to do your job well?	( )	( )	( )	( )	( )
8. How satisfied are you with your present salary?	( )	( )	( )	( )	( )
9. Overall are you satisfied with the fringe benefits you receive?	( )	( )	( )	( )	( )
10. Are you satisfied with your workload?	( )	( )	( )	( )	( )
11. How satisfied are you with your chances for advancement in the Force?	( )	( )	( )	( )	( )

## B. WORKING WITH EACH OTHER

12. How friendly and easy to approach are the persons in your Detachment? (Check one)

_____ to a very little extent	_____ to a great extent
_____ to a little extent	_____ to a very great extent
_____ to some extent	



- 2 -

13. To what extent are persons in your Detachment willing to listen to your problems? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
14. To what extent do persons in your Detachment maintain high standards of performance? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
15. To what extent do persons in your Detachment provide the help you need so you can plan, organize and schedule work ahead of time? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
16. To what extent do persons in your Detachment offer each other new ideas for solving job-related problems? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
17. How much do persons in your Detachment encourage each other to work as a team? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
18. To what extent is information about important events and situations shared within your Detachment? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
19. To what extent do you have confidence and trust in the persons in your Detachment? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
20. To what extent do members of your Detachment assist each other when assistance is required? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> do not assist  | <input type="checkbox"/> a considerable extent |
| <input type="checkbox"/> a small extent | <input type="checkbox"/> a great extent        |
| <input type="checkbox"/> a fair extent  |  |
21. What degree of competition do you feel exists between members of your Detachment? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> extremely low | <input type="checkbox"/> very high      |
| <input type="checkbox"/> very low      | <input type="checkbox"/> extremely high |
| <input type="checkbox"/> moderate      |   |





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## C. CONTROL

22. How much of your work is checked, inspected or reviewed by your Unit Commander? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> 100 percent      | <input type="checkbox"/> about 50 percent     |
| <input type="checkbox"/> about 90 percent | <input type="checkbox"/> about 25 percent     |
| <input type="checkbox"/> about 75 percent | <input type="checkbox"/> less than 25 percent |
23. If you make a mistake or oversight, how likely is it to be called to your attention by your Unit Commander? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> almost always          | <input type="checkbox"/> about 1/4 of the time  |
| <input type="checkbox"/> about 3/4 of the time  | <input type="checkbox"/> about 1/10 of the time |
| <input type="checkbox"/> about half of the time | <input type="checkbox"/> almost never           |
24. If you make a mistake or oversight, how likely is it to be called to your attention by your colleagues? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> almost always          | <input type="checkbox"/> about 1/4 of the time  |
| <input type="checkbox"/> about 3/4 of the time  | <input type="checkbox"/> about 1/10 of the time |
| <input type="checkbox"/> about half of the time | <input type="checkbox"/> almost never           |
25. I always have to follow strict operating procedures at all times. (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> definitely true  | <input type="checkbox"/> more false than true |
| <input type="checkbox"/> definitely false | <input type="checkbox"/> more true than false |
26. I always check to see that I am following the rules. (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> definitely true  | <input type="checkbox"/> more false than true |
| <input type="checkbox"/> definitely false | <input type="checkbox"/> more true than false |
27. My colleagues always follow strict operating procedures. (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> definitely true  | <input type="checkbox"/> more false than true |
| <input type="checkbox"/> definitely false | <input type="checkbox"/> more true than false |

## D. ABOUT LEADERSHIP AND SUPERVISION

28. To what extent is your Unit Commander willing to listen to your problems? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
29. To what extent does your Unit Commander have a sincere and friendly interest in the personal welfare and problems of your Detachment? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
30. How much does your Unit Commander encourage people to give their best effort? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
31. To what extent does your Unit Commander maintain high standards of performance? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |



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32. How clearly does your Unit Commander indicate the time frame in which your work is to be completed? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> no deadline is set         | <input type="checkbox"/> very clear time frame      |
| <input type="checkbox"/> not too clear a time frame | <input type="checkbox"/> extremely clear time frame |
| <input type="checkbox"/> fairly clear time frame    |   |
33. To what extent does your Unit Commander offer new ideas for solving job-related problems? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
34. To what extent does your Unit Commander encourage the persons who work for him to work as a team? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
35. To what extent does your Unit Commander encourage people who work for him to exchange opinions and ideas? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> to a very little extent | <input type="checkbox"/> to a great extent      |
| <input type="checkbox"/> to a little extent      | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> to some extent          |   |
36. How well does your Unit Commander handle the technical side of his job; for example, general expertise, knowledge of job, technical skills needed, etc.? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> extremely well | <input type="checkbox"/> not too well    |
| <input type="checkbox"/> very well      | <input type="checkbox"/> not at all well |
| <input type="checkbox"/> fairly well    |  |
37. Do you feel that your Unit Commander will go to bat or stand up for you? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> no             | <input type="checkbox"/> probably will   |
| <input type="checkbox"/> probably won't | <input type="checkbox"/> yes, definitely |
| <input type="checkbox"/> may or may not |  |
38. To what extent do you feel you personally can influence the activities and decisions of your Unit Commander on matters that are of concern to you? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> to a great extent        | <input type="checkbox"/> to some extent |
| <input type="checkbox"/> to a considerable extent | <input type="checkbox"/> to no extent   |
| <input type="checkbox"/> to a moderate extent     |   |
39. Overall, how well does your Unit Commander handle the administrative side of his job - planning and scheduling work, indicating clearly when work is to be finished, assigning the right job to the right person, inspecting and following up on the work that is to be done, etc.? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> extremely well | <input type="checkbox"/> not so well     |
| <input type="checkbox"/> very well      | <input type="checkbox"/> not at all well |
| <input type="checkbox"/> fairly well    |  |
40. How much confidence and trust do you have in your Unit Commander? (Check one)
- |  |  |
|--|--|
| <input type="checkbox"/> none          | <input type="checkbox"/> a great deal                  |
| <input type="checkbox"/> not very much | <input type="checkbox"/> complete confidence and trust |
| <input type="checkbox"/> a fair amount |  |
41. In solving job problems, does your Unit Commander generally ask for your ideas and opinions? (Check one)
- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> seldom    | <input type="checkbox"/> almost always |
| <input type="checkbox"/> sometimes | <input type="checkbox"/> always        |
| <input type="checkbox"/> often     |  |



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42. How well does your Unit Commander handle the human relations side of his job; for example, motivation of subordinates, giving recognition for good work, letting people know where they stand, etc.? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> not at all well | <input type="checkbox"/> very well      |
| <input type="checkbox"/> not so well     | <input type="checkbox"/> extremely well |
| <input type="checkbox"/> fairly well     |   |
43. To what extent does your Unit Commander interact with the general public in the community which you police? (Check one)
- |                                      |   |
|--------------------------------------|---|
| <input type="checkbox"/> not at all  | <input type="checkbox"/> considerably           |
| <input type="checkbox"/> very little | <input type="checkbox"/> to a very great extent |
| <input type="checkbox"/> moderately  |   |
44. How closely does your Unit Commander follow established policies and procedures? (Check one)
- |  |  |
|--|--|
| <input type="checkbox"/> extremely closely | <input type="checkbox"/> not too closely |
| <input type="checkbox"/> very closely      | <input type="checkbox"/> not at all      |
| <input type="checkbox"/> fairly closely    |  |
45. To what extent is your Unit Commander fair and reasonable in his decisions that affect your work, regardless of whether these decisions are favourable to you or not? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> extremely fair and reasonable | <input type="checkbox"/> not too fair and reasonable    |
| <input type="checkbox"/> very fair and reasonable      | <input type="checkbox"/> not at all fair and reasonable |
| <input type="checkbox"/> somewhat fair and reasonable  |   |
46. In general how much do you feel that your Unit Commander can help to further your career in the R.C.M.P.? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> can help very much | <input type="checkbox"/> can help very little |
| <input type="checkbox"/> can help much      | <input type="checkbox"/> cannot help at all   |
| <input type="checkbox"/> can help a little  |   |
47. How much weight would you Unit Commander's recommendation have in any decision which would affect your standing in the R.C.M.P. such as promotions, transfers, etc.? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> extreme weight   | <input type="checkbox"/> little weight |
| <input type="checkbox"/> very much weight | <input type="checkbox"/> no weight     |
| <input type="checkbox"/> some weight      |  |
48. How often is your Unit Commander successful in overcoming restrictions (such as policy or budget) in getting you the thing you need in your job, such as equipment, personnel, etc.? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> extremely successful | <input type="checkbox"/> little success        |
| <input type="checkbox"/> very successful      | <input type="checkbox"/> not successful at all |
| <input type="checkbox"/> sometimes successful |  |

## E. SOME GENERAL QUESTIONS ABOUT YOUR JOB

49. Overall, how would you rate your Detachment in effectiveness? How well does it do at achieving its goals? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> extremely well | <input type="checkbox"/> not too well    |
| <input type="checkbox"/> very well      | <input type="checkbox"/> not well at all |
| <input type="checkbox"/> satisfactorily |  |
50. Overall how productive are members of your Detachment in terms of solving crime? (Check one)
- |   |                                     |
|---|-------------------------------------|
| <input type="checkbox"/> very high            | <input type="checkbox"/> fairly low |
| <input type="checkbox"/> fairly high          | <input type="checkbox"/> very low   |
| <input type="checkbox"/> neither high nor low |                                     |



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51. Overall how productive are members of your Detachment in terms of volume of work processed? (Check one)
- |   |                                     |
|---|-------------------------------------|
| <input type="checkbox"/> very high            | <input type="checkbox"/> fairly low |
| <input type="checkbox"/> fairly high          | <input type="checkbox"/> very low   |
| <input type="checkbox"/> neither high nor low |                                     |
52. How well a job does your Detachment do in dealing with unexpected emergencies? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> a poor job    | <input type="checkbox"/> a good job       |
| <input type="checkbox"/> not very well | <input type="checkbox"/> an excellent job |
| <input type="checkbox"/> a fair job    |   |
53. To what extent have you received the kind of classroom training required to permit you to effectively perform your duties? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> very little          | <input type="checkbox"/> to a considerable extent |
| <input type="checkbox"/> to some extent       | <input type="checkbox"/> to a great extent        |
| <input type="checkbox"/> to a moderate extent |   |
54. To what extent have you received the kind of field training required to permit you to effectively perform your duties? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> very little          | <input type="checkbox"/> to a considerable extent |
| <input type="checkbox"/> to some extent       | <input type="checkbox"/> to a great extent        |
| <input type="checkbox"/> to a moderate extent |   |
55. Does your unit have a "Management by Objectives" program? (Check one)
- |   |                             |
|---|-----------------------------|
| <input type="checkbox"/> yes, how long <input type="text"/> years | <input type="checkbox"/> no |
|---|-----------------------------|
56. How clearly have the overall goals of the R.C.M.P. been identified to you? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> not at all      | <input type="checkbox"/> very clearly     |
| <input type="checkbox"/> not too clearly | <input type="checkbox"/> absolutely clear |
| <input type="checkbox"/> fairly clear    |   |
57. Are your specific work objectives for the next year clearly identified in writing? (Check one)
- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> yes | <input type="checkbox"/> no |
|------------------------------|-----------------------------|
58. To what degree have your work objectives been explained and clarified to you? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> absolutely clear | <input type="checkbox"/> not too clear |
| <input type="checkbox"/> very clear       | <input type="checkbox"/> not at all    |
| <input type="checkbox"/> fairly clear     |  |
59. To what degree has the expected level of performance for your position been explained and clarified to you? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> absolutely clear | <input type="checkbox"/> not too clear |
| <input type="checkbox"/> very clear       | <input type="checkbox"/> not at all    |
| <input type="checkbox"/> fairly clear     |  |
60. Are you personally involved in the following community activities? (Check one answer for each item)
- |  | <u>Yes</u> | <u>No</u> |
|--|------------|-----------|
| (a) Coaching or managing little league sports  | ( )        | ( )       |
| (b) Participation in adult sports  | ( )        | ( )       |
| (c) Membership in service clubs  | ( )        | ( )       |
| (d) Membership in a church   | ( )        | ( )       |
| (e) Supervision of scouts, guides, cubs, etc.  | ( )        | ( )       |
| (f) Membership in community clubs  | ( )        | ( )       |
| (g) Instructor for youth groups such as rifle clubs, figure skating, handicrafts, etc. | ( )        | ( )       |





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## F. COMMUNICATION

61. To what extent do members within your unit exchange helpful information and ideas? (Check one)

<input type="checkbox"/> not at all	<input type="checkbox"/> a considerable extent
<input type="checkbox"/> a small extent	<input type="checkbox"/> a great extent
<input type="checkbox"/> a moderate extent	

62. In general, how do you feel about the kind of communication you receive from your Unit Commander? (Check one)

\_\_\_\_\_ completely adequate                      \_\_\_\_\_ rather inadequate  
\_\_\_\_\_ very adequate                                \_\_\_\_\_ completely inadequate  
\_\_\_\_\_ fairly adequate

63. How often does your Unit Commander talk to you? (Check one for each item)

	Once a month or less	2 or 3 times a month	Once a week	Several times a week	Once a day or more often
(a) at formal meetings	( )	( )	( )	( )	( )
(b) at informal meetings	( )	( )	( )	( )	( )
(c) at coffee breaks, etc.	( )	( )	( )	( )	( )

64. How often do you talk with your Unit Commander about each of the following?  
(Check one for each item)

	Once a month or less	2 or 3 times a month	Once a week	Several times a week	Once a day or more often
(a) Case files	( )	( )	( )	( )	( )
(b) Employee benefits	( )	( )	( )	( )	( )
(c) Improvement in working relations with other departments	( )	( )	( )	( )	( )
(d) Improvement in job satisfaction or morale	( )	( )	( )	( )	( )
(e) About community events or happenings outside the office	( )	( )	( )	( )	( )

65. How often do you talk with other members of your unit about each of the following?  
(Check one for each item)

	<u>Once a month or less</u>	<u>2 or 3 times a month</u>	<u>Once a week</u>	<u>Several times a week</u>	<u>Once a day or more often</u>
(a) Case files	( )	( )	( )	( )	( )
(b) Improvement of supervision	( )	( )	( )	( )	( )
(c) Employee benefits	( )	( )	( )	( )	( )
(d) Improvement in working relations with other departments	( )	( )	( )	( )	( )
(e) Improvement in job satisfaction or morale	( )	( )	( )	( )	( )
(f) About community events or happenings outside the office	( )	( )	( )	( )	( )



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66. Generally what is the direction of information flow within your unit? (Check one)

- |  |  |
|--|--|
| <input type="checkbox"/> down, up and sideways | <input type="checkbox"/> mostly downward |
| <input type="checkbox"/> down and sideways     | <input type="checkbox"/> all downward    |
| <input type="checkbox"/> down and up           |  |

67. When formal meetings are held at your Detachment to what extent are the views of all members solicited by your Unit Commander? (Check one)

- |   |   |
|---|---|
| <input type="checkbox"/> to a very great extent | <input type="checkbox"/> to a little extent |
| <input type="checkbox"/> to a great extent      | <input type="checkbox"/> not at all         |
| <input type="checkbox"/> to some extent         |   |

#### G. RELATIONSHIPS

68. To what extent do you have significant unresolved differences with your Unit Commander? (Check one)

- |   |  |
|---|--|
| <input type="checkbox"/> none exist     | <input type="checkbox"/> a great extent      |
| <input type="checkbox"/> a small extent | <input type="checkbox"/> a very great extent |
| <input type="checkbox"/> a fair extent  |  |

69. To what extent do you have significant unresolved differences with other members of your Detachment? (Check one)

- |   |  |
|---|--|
| <input type="checkbox"/> none exist     | <input type="checkbox"/> a great extent      |
| <input type="checkbox"/> a small extent | <input type="checkbox"/> a very great extent |
| <input type="checkbox"/> a fair extent  |  |

70. To what extent do you have significant unresolved differences which relate to your work with individuals outside the Force; e.g., Federal, Provincial and Municipal Government employees, city or town council, police commission, etc.? (Check one)

- |   |  |
|---|--|
| <input type="checkbox"/> none exist     | <input type="checkbox"/> a great extent      |
| <input type="checkbox"/> a small extent | <input type="checkbox"/> a very great extent |
| <input type="checkbox"/> a fair extent  |  |

71. To what extent do you feel your personal goals conflict with the goals of the Force? (Check one)

- |   |   |
|---|---|
| <input type="checkbox"/> no conflict          | <input type="checkbox"/> great deal of conflict |
| <input type="checkbox"/> very little conflict | <input type="checkbox"/> very great conflict    |
| <input type="checkbox"/> moderate conflict    |   |

72. How well do members of your Detachment work together? (Check one)

- |  |   |
|--|---|
| <input type="checkbox"/> not well at all | <input type="checkbox"/> very well      |
| <input type="checkbox"/> not too well    | <input type="checkbox"/> extremely well |
| <input type="checkbox"/> fairly well     |   |

73. How are differences and disagreements within your unit handled? (Check one)

- |   |
|---|
| <input type="checkbox"/> disagreements are almost always avoided, denied or suppressed                                      |
| <input type="checkbox"/> disagreements are often avoided, denied or suppressed  |
| <input type="checkbox"/> sometimes disagreements are accepted and worked through; sometimes they are avoided and suppressed |
| <input type="checkbox"/> disagreements are usually accepted as necessary and worked through                                 |
| <input type="checkbox"/> disagreements are almost always accepted as necessary and worked through                           |



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## H. STRESS

Listed below are a number of situations which may or may not be stressful on Detachments. First, would you please indicate how stressful each situation is to you on your unit by checking the appropriate space. Second, please indicate how often the situation occurs on your unit by checking the appropriate space in the enclosed box.

74. How stressful is it on your Detachment when there are not sufficient resources to do all the work which must be done? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

75. How stressful is it on you if the responsibilities of a job are unclear? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

76. How stressful is it on your Detachment if there are personality conflicts between members? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

77. How stressful is it on you to handle an investigation in which there is serious injury or fatality? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

78. How stressful is it on you to deal with obnoxious, intoxicated people in public? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

79. How stressful is it on you to use firearms in the course of duty? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes





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80. How stressful is it on you to notify individuals about the death or serious injury of a relative? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

81. How stressful is it on you to tolerate verbal abuse in public? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

82. How stressful is it on your Detachment when all efforts to solve a continuing series of serious offences are unsuccessful? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

83. How stressful is it on you if resources such as doctors, ambulances, etc. are not available when needed? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

84. How stressful is it on you if the presentation of a case by the prosecutor is poor and this leads to a dismissal of the charge? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

85. How stressful is it on you if the workload is too heavy to cope with? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes

86. How stressful is it on your Detachment if the members do not get along with the Unit Commander? (Check one)

\_\_\_\_\_ very little stress  
 \_\_\_\_\_ a little stress  
 \_\_\_\_\_ some stress  
 \_\_\_\_\_ quite a bit of stress  
 \_\_\_\_\_ very much stress

How often does this situation occur on your unit? (Check one)

\_\_\_\_\_ never \_\_\_\_\_ often  
 \_\_\_\_\_ rarely \_\_\_\_\_ always  
 \_\_\_\_\_ sometimes



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87. How stressful is it on you if many frivolous complaints are lodged against members by the public? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit? (Check one)

☐ never ☐ often  
☐ rarely ☐ always  
☐ sometimes

88. How stressful is it on you to engage in high speed chases? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit? (Check one)

☐ never ☐ often  
☐ rarely ☐ always  
☐ sometimes

89. How stressful is it on you to become involved in physical violence with an offender? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit? (Check one)

☐ never ☐ often  
☐ rarely ☐ always  
☐ sometimes

90. How stressful is it on you if you are called to investigate domestic quarrels, e.g., fights between husband and wife? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit? (Check one)

☐ never ☐ often  
☐ rarely ☐ always  
☐ sometimes

91. How stressful is it on you to enter licenced premises to break up fights, disturbances or quarrels? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit? (Check one)

☐ never ☐ often  
☐ rarely ☐ always  
☐ sometimes

# I. PARTICIPATION

92. When some important matter comes up that concerns me, my Unit Commander seeks out my ideas on the question before a decision is made. (Check one)

☐ always seeks out my ideas ☐ seldom seeks out my ideas  
☐ generally seeks out my ideas ☐ never seeks out my ideas  
☐ sometimes seeks out my ideas

93. On the job how free do you feel to set your own pace of work? (Check one)

☐ very free ☐ little freedom  
☐ free ☐ no freedom  
☐ sometimes free



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94. How satisfied are you with the extent you are able to do your job independently of other co-workers? (Check one)

\_\_\_\_\_ strongly satisfied \_\_\_\_\_ dissatisfied  
 \_\_\_\_\_ satisfied \_\_\_\_\_ very dissatisfied  
 \_\_\_\_\_ sometimes satisfied

95. In general, how much influence or control do you feel you have in conducting investigations assigned to you? (Check one)

\_\_\_\_\_ little or none \_\_\_\_\_ considerable  
 \_\_\_\_\_ some \_\_\_\_\_ a great deal  
 \_\_\_\_\_ moderate

96. In general, how much influence does your Unit Commander exercise in respect to investigations which are conducted by you? (Check one)

\_\_\_\_\_ little or none \_\_\_\_\_ considerable  
 \_\_\_\_\_ some \_\_\_\_\_ a great deal  
 \_\_\_\_\_ moderate

97. In general, what degree of decision-making do you exercise on investigations which you conduct? (Check one)

\_\_\_\_\_ little or none \_\_\_\_\_ considerable  
 \_\_\_\_\_ some \_\_\_\_\_ a great deal  
 \_\_\_\_\_ moderate

98. Members at your unit have sufficient authority delegated to them to carry out the duties assigned them. (Check one)

\_\_\_\_\_ definitely true \_\_\_\_\_ somewhat true  
 \_\_\_\_\_ definitely false \_\_\_\_\_ somewhat false

#### J. COORDINATION

99. How well are the different jobs and work activities in your Detachment geared together in the direction of meeting the objectives of the Detachment? (Check one)

\_\_\_\_\_ not at all well \_\_\_\_\_ very well  
 \_\_\_\_\_ not so well \_\_\_\_\_ extremely well  
 \_\_\_\_\_ fairly well

100. From time to time, problems of coordinating work of members who must work together arise. When they arise at your Detachment, how well are they handled? (Check one)

\_\_\_\_\_ extremely well \_\_\_\_\_ not very well  
 \_\_\_\_\_ very well \_\_\_\_\_ not well at all  
 \_\_\_\_\_ fairly well

101. To what extent are the policing activities well timed in the everyday routine of the Detachment? (Check one)

\_\_\_\_\_ perfectly timed \_\_\_\_\_ not so well timed  
 \_\_\_\_\_ very well timed \_\_\_\_\_ rather poorly timed  
 \_\_\_\_\_ fairly well timed

102. How well planned are the job assignments for the members at your Detachment? (Check one)

\_\_\_\_\_ extremely well planned \_\_\_\_\_ not so well planned  
 \_\_\_\_\_ very well planned \_\_\_\_\_ not well planned at all  
 \_\_\_\_\_ fairly well planned



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103. To what extent do the members in your Detachment have one-person jobs; that is, in order to get the work out, to what extent do unit members independently accomplish their own assigned tasks? (Check one)

<input type="checkbox"/> to a very little extent	<input type="checkbox"/> to a great extent
<input type="checkbox"/> to a little extent	<input type="checkbox"/> to a very great extent
<input type="checkbox"/> to some extent	

104. To what extent do all or most members of your unit meet together to discuss problems? (Check one)

<input type="checkbox"/> to a very little extent	<input type="checkbox"/> to a great extent
<input type="checkbox"/> to a little extent	<input type="checkbox"/> to a very great extent
<input type="checkbox"/> to some extent	

#### L. SOME THINGS ABOUT YOURSELF

105. What is the total length of time you have been a police officer? (Check one)

<input type="checkbox"/> six months or less	<input type="checkbox"/> between 2 and 5 years
<input type="checkbox"/> between six months and a year	<input type="checkbox"/> between 5 and 10 years
<input type="checkbox"/> between one and two years	<input type="checkbox"/> 10 years or more

106. How long have you been working at your present Detachment? (Check one)

<input type="checkbox"/> six months or less	<input type="checkbox"/> between 2 and 5 years
<input type="checkbox"/> between six months and a year	<input type="checkbox"/> between 5 and 10 years
<input type="checkbox"/> between one and two years	<input type="checkbox"/> 10 years or more

107. How old are you? (Check one)

<input type="checkbox"/> between 19 and 25	<input type="checkbox"/> between 30 and 40
<input type="checkbox"/> between 25 and 30	<input type="checkbox"/> over 40

108. What is your rank? (Check one)

<input type="checkbox"/> Inspector	<input type="checkbox"/> CPL
<input type="checkbox"/> S/SGT	<input type="checkbox"/> CST
<input type="checkbox"/> SGT	

109. How much education have you had? (Check one)

<input type="checkbox"/> junior matriculation or less	<input type="checkbox"/> university - graduate
<input type="checkbox"/> senior matriculation	<input type="checkbox"/> university - post-graduate
<input type="checkbox"/> some university	

THANK YOU VERY MUCH FOR YOUR COOPERATION

PLEASE DO NOT SIGN YOUR NAME TO THE QUESTIONNAIRE





### APPENDIX 3

#### ATTITUDE SURVEY OF R.C.M.P. MEMBERS (COMMANDERS)



## ATTITUDE SURVEY OF R.C.M.P. MEMBERS

University of Alberta  
Faculty of Business Administration and Commerce

April, 1977

This is a study about police work. The main purpose of the study is to determine the processes which are in operation at Municipal Detachments and how these relate to the effective operation of the Detachment.

Your Detachment is one of many in Alberta which were selected to participate in this study. At each Detachment, we need the cooperation of many people like yourself, and the success of the study will depend on the information that you give us.

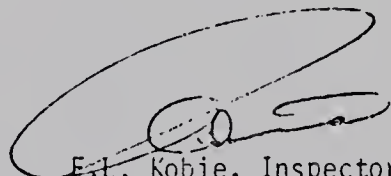
To get the information on how you think and feel about the R.C.M.P. and the people stationed at your Detachment, we would like you to fill out this questionnaire. Your individual answers are completely confidential and will remain anonymous - do not sign your name to the questionnaire. Would you kindly reply within the next week.

The final value of our study will depend upon the frankness and care with which you answer the questions. There are no right or wrong answers. The main idea is that you answer the questions the way you feel - the way things seem to you personally. Your answers will be combined with those of many other members and the results of the research will be available to you when the research is completed.

Thank you very much for your cooperation.



R.E. Schneck, Professor  
Faculty of Business Administration  
and Commerce



F.L. Kobie, Inspector  
Royal Canadian Mounted  
Police



## A. SATISFACTION

Beside each of the statements listed below, please indicate whether you are strongly satisfied, satisfied, sometimes satisfied, dissatisfied, or very dissatisfied.

	<u>Strongly</u> <u>Satisfied</u>	<u>Satisfied</u>	<u>Sometimes</u> <u>Satisfied</u>	<u>Dissatisfied</u>	<u>Very</u> <u>Dissatisfied</u>
1. How satisfied are you with your opportunity on the job to fully use your skills and abilities?	( )	( )	( )	( )	( )
2. Are you satisfied with the feeling of accomplishment you get from the work you are doing?	( )	( )	( )	( )	( )
3. Are you satisfied with the opportunity your job allows you to do important and worthwhile things?	( )	( )	( )	( )	( )
4. Overall how satisfied are you with the kind of work you do?	( )	( )	( )	( )	( )
5. How satisfied are you with your present Officer Commanding?	( )	( )	( )	( )	( )
6. How satisfied are you with your subordinates?	( )	( )	( )	( )	( )
7. How satisfied are you with the amount of authority you have to do your job well?	( )	( )	( )	( )	( )
8. How satisfied are you with your present salary?	( )	( )	( )	( )	( )
9. Overall are you satisfied with the fringe benefits you receive?	( )	( )	( )	( )	( )
10. Are you satisfied with your workload?	( )	( )	( )	( )	( )
11. How satisfied are you with your chances for advancement in the Force?	( )	( )	( )	( )	( )

## B. CONTROL

12. How much of your work is checked, inspected or reviewed by your Officer Commanding? (Check one)

\_\_\_\_\_ 100 percent

\_\_\_\_\_ about 90 percent

\_\_\_\_\_ about 75 percent

\_\_\_\_\_ about 50 percent

\_\_\_\_\_ about 25 percent

\_\_\_\_\_ less than 25 percent





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13. If you make a mistake or oversight, how likely is it to be called to your attention by your Officer Commanding? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> almost always          | <input type="checkbox"/> about 1/4 of the time  |
| <input type="checkbox"/> about 3/4 of the time  | <input type="checkbox"/> about 1/10 of the time |
| <input type="checkbox"/> about half of the time | <input type="checkbox"/> almost never           |
14. If you make a mistake or oversight, how likely is it to be called to your attention by your subordinates? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> almost always          | <input type="checkbox"/> about 1/4 of the time  |
| <input type="checkbox"/> about 3/4 of the time  | <input type="checkbox"/> about 1/10 of the time |
| <input type="checkbox"/> about half of the time |   |
15. I always have to follow strict operating procedures at all times. (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> definitely true  | <input type="checkbox"/> more false than true |
| <input type="checkbox"/> definitely false | <input type="checkbox"/> more true than false |
16. I always check to see that I am following the rules. (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> definitely true  | <input type="checkbox"/> more false than true |
| <input type="checkbox"/> definitely false | <input type="checkbox"/> more true than false |
17. My colleagues always follow strict operating procedures. (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> definitely true  | <input type="checkbox"/> more false than true |
| <input type="checkbox"/> definitely false | <input type="checkbox"/> more true than false |

## C. SOME GENERAL QUESTIONS ABOUT YOUR JOB

18. Overall, how would you rate your Detachment in effectiveness. How well does it do at achieving its goals? (Check one)
- |   |  |
|---|--|
| <input type="checkbox"/> extremely well | <input type="checkbox"/> not too well    |
| <input type="checkbox"/> very well      | <input type="checkbox"/> not well at all |
| <input type="checkbox"/> satisfactorily |  |
19. Overall, how productive are members of your Detachment in terms of solving crime? (Check one)
- |   |                                     |
|---|-------------------------------------|
| <input type="checkbox"/> very high            | <input type="checkbox"/> fairly low |
| <input type="checkbox"/> fairly high          | <input type="checkbox"/> very low   |
| <input type="checkbox"/> neither high nor low |                                     |
20. Overall, how productive are members of your Detachment in terms of volume of work processed? (Check one)
- |   |                                     |
|---|-------------------------------------|
| <input type="checkbox"/> very high            | <input type="checkbox"/> fairly low |
| <input type="checkbox"/> fairly high          | <input type="checkbox"/> very low   |
| <input type="checkbox"/> neither high nor low |                                     |
21. Does your unit have a "Management by Objectives" program? (Check one)
- |   |                             |
|---|-----------------------------|
| <input type="checkbox"/> yes, how long <input type="checkbox"/> years | <input type="checkbox"/> no |
|---|-----------------------------|
22. How clearly have the overall goals of the R.C.M.P. been identified to you? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> not at all      | <input type="checkbox"/> very clearly     |
| <input type="checkbox"/> not too clearly | <input type="checkbox"/> absolutely clear |
| <input type="checkbox"/> fairly clear    |   |
23. Are your specific work objectives for the next year clearly identified in writing? (Check one)
- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> yes | <input type="checkbox"/> no |
|------------------------------|-----------------------------|







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32. How often does your Officer Commanding talk to you? (Check one)

- ☐ once a month or less                      ☐ several times a week  
☐ 2 or 3 times a month                      ☐ once a day or more often  
☐ once a week

33. How often do you talk with your Officer Commanding about each of the following? (Check one for each item)

	Once a month or less	2 or 3 times a month	Once a week	Several times a week	Once a day or more often
(a) operational matters	( )	( )	( )	( )	( )
(b) administrative matters	( )	( )	( )	( )	( )

#### D. RELATIONSHIPS

34. To what extent do you have significant unresolved differences with your Officer Commanding? (Check one)

- ☐ none exist                                      ☐ a great extent  
☐ a small extent                                      ☐ a very great extent  
☐ a fair extent

35. To what extent do you have significant unresolved differences with subordinates of your Detachment? (Check one)

- ☐ none exist                                      ☐ a great extent  
☐ a small extent                                      ☐ a very great extent  
☐ a fair extent

36. To what extent do you have significant unresolved differences which relate to your work with individuals outside the Force; e.g., Federal, Provincial and Municipal Government employees, city or town council, police commission, etc.? (Check one)

- ☐ none exist                                      ☐ a great extent  
☐ a small extent                                      ☐ a very great extent  
☐ a fair extent

37. To what extent do you feel your personal goals conflict with the goals of the Force? (Check one)

- ☐ no conflict                                      ☐ great deal of conflict  
☐ very little conflict                                      ☐ very great conflict  
☐ moderate conflict

#### E. STRESS

Listed below are a number of situations which may or may not be stressful on Detachments.

(a) Please indicate how stressful each situation is to you on your unit by checking the appropriate space.

(b) Please indicate how often this situation occurs on your unit by checking the appropriate space in the enclosed box.

38. How stressful is it on your Detachment when there are not sufficient resources to do all the work which must be done? (Check one)

- ☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?	
<input type="checkbox"/> never	<input type="checkbox"/> often
<input type="checkbox"/> rarely	<input type="checkbox"/> always
<input type="checkbox"/> sometimes	



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39. How stressful is it on you if the responsibilities of a job are unclear?  
(Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

40. How stressful is it on your Detachment if there are personality conflicts between members? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

41. How stressful is it on you to handle an investigation in which there is serious injury or fatality? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

42. How stressful is it on you to deal with obnoxious, intoxicated people in public? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

43. How stressful is it on you to use firearms in the course of duty? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

44. How stressful is it on you to notify individuals about the death or serious injury of a relative? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

45. How stressful is it on you to tolerate verbal abuse in public? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes





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46. How stressful is it on your Detachment when all efforts to solve a continuing series of serious offences are unsuccessful? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

47. How stressful is it on you if resources such as doctors, ambulances, etc. are not available when needed? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

48. How stressful is it on you if the presentation of a case by the prosecutor is poor and this leads to a dismissal of the charge? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

49. How stressful is it on you if the workload is too heavy to cope with? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

50. How stressful is it on you if you do not get along with the Officer Commanding? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

51. How stressful is it on you if many frivolous complaints are lodged against members by the public? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

52. How stressful is it on you to engage in high speed chases? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes



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53. How stressful is it on you to become involved in physical violence with an offender? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

54. How stressful is it on you if you are called to investigate domestic quarrels, e.g., fights between husband and wife? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

55. How stressful is it on you to enter licensed premises to break up fights, disturbances or quarrels? (Check one)

☐ very little stress  
☐ a little stress  
☐ some stress  
☐ quite a bit of stress  
☐ very much stress

How often does this situation occur on your unit?

☐ never                      ☐ often  
☐ rarely                      ☐ always  
☐ sometimes

#### F. PARTICIPATION

56. When some important matter comes up that concerns me, my Officer Commanding seeks out my ideas on the question before a decision is made. (Check one)

☐ always seeks out my ideas                      ☐ seldom seeks out my ideas  
☐ generally seeks out my ideas                      ☐ never seeks out my ideas  
☐ sometimes seeks out my ideas

57. How satisfied are you with the extent you are able to do your job independently of your Officer Commanding? (Check one)

☐ strongly satisfied                      ☐ dissatisfied  
☐ satisfied                      ☐ very dissatisfied  
☐ sometimes satisfied

58. In general, how much influence or control do you feel you have in managing your unit? (Check one)

☐ little or none                      ☐ considerable  
☐ some                      ☐ a great deal  
☐ moderate

59. In general, what degree of decision-making do you exercise in the management of your unit?

☐ little or none                      ☐ considerable  
☐ some                      ☐ a great deal  
☐ moderate

60. I have sufficient authority delegated to me to perform my duties as Unit Commander. (Check one)

☐ definitely true                      ☐ somewhat true  
☐ definitely false                      ☐ somewhat false



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## G. SOME THINGS ABOUT YOURSELF

61. What is the total length of time you have been a police officer? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> six months or less            | <input type="checkbox"/> between 2 and 5 years  |
| <input type="checkbox"/> between six months and a year | <input type="checkbox"/> between 5 and 10 years |
| <input type="checkbox"/> between one and two years     | <input type="checkbox"/> 10 years or more       |
62. How long have you been working at your present Detachment? (Check one)
- |  |   |
|--|---|
| <input type="checkbox"/> six months or less            | <input type="checkbox"/> between 2 and 5 years  |
| <input type="checkbox"/> between six months and a year | <input type="checkbox"/> between 5 and 10 years |
| <input type="checkbox"/> between one and two years     | <input type="checkbox"/> 10 years or more       |
63. How old are you? (Check one)
- |  |  |
|--|--|
| <input type="checkbox"/> between 19 and 25 | <input type="checkbox"/> between 30 and 40 |
| <input type="checkbox"/> between 25 and 30 | <input type="checkbox"/> over 40           |
64. What is your rank? (Check one)
- |                                    |                              |
|------------------------------------|------------------------------|
| <input type="checkbox"/> Inspector | <input type="checkbox"/> CPL |
| <input type="checkbox"/> S/SGT     | <input type="checkbox"/> CST |
| <input type="checkbox"/> SGT       |                              |
65. How much education have you had? (Check one)
- |   |   |
|---|---|
| <input type="checkbox"/> junior matriculation or less | <input type="checkbox"/> university - graduate      |
| <input type="checkbox"/> senior matriculation         | <input type="checkbox"/> university - post-graduate |
| <input type="checkbox"/> some university              |   |

THANK YOU VERY MUCH FOR YOUR COOPERATION

PLEASE DO NOT SIGN YOUR NAME TO THE QUESTIONNAIRE





## APPENDIX 4

### PEARSON CORRELATION COEFFICIENTS BETWEEN INDEPENDENT VARIABLES



TABLE 22  
PEARSON CORRELATION COEFFICIENTS BETWEEN INDEPENDENT VARIABLES

	Satisfaction with Commander and Co-workers	Degree of Competition within Unit	Degree of Control by Commander	Degree of Goal Clarity	Degree of Communication with Commander	Degree of Positive Information Flow within Unit	Degree of Communication on Non-Work Topics	Degree of Conflict within Unit
Satisfaction with Commander and Co-workers	1.000 s=0.001	-0.225 s=0.370	0.702 s=0.001	0.407 s=0.094	0.481 s=0.043	0.752 s=0.001	-0.052 s=0.838	-0.883 s=0.001
Degree of Competition within Unit		1.000 s=0.001	-0.061 s=0.810	0.102 s=0.688	-0.137 s=0.588	-0.283 s=0.256	-0.326 s=0.186	0.329 s=0.183
Degree of Control by Commander			1.000 s=0.001	0.515 s=0.029	0.472 s=0.048	0.503 s=0.033	-0.149 s=0.556	-0.659 s=0.003
Degree of Goal Clarity				1.000 s=0.001	0.023 s=0.926	0.206 s=0.412	-0.185 s=0.462	-0.385 s=0.115
Degree of Communication with Commander					1.000 s=0.001	0.342 s=0.165	-0.201 s=0.425	-0.519 s=0.027
Degree of Positive Information Flow within Unit						1.000 s=0.001	0.121 s=0.633	-0.813 s=0.001
Degree of Communication on Non-Work Topics							1.000 s=0.001	0.137 s=0.589



TABLE 22 - Continued

	Technical and Administrative Abilities of Commander	Members' Perceived Influence on Commander	General Leadership Qualities of Commander	Commanders' Compliance with Organization Policy	Stress from Job-Related Situations in Public	Stress from Excessive Workload	Interpersonal Stress Within Unit	Stress from Involvement with Violence
Satisfaction with Commander and Co-workers	0.648 s=0.004	0.373 s=0.127	0.767 s=0.001	-0.255 s=0.307	-0.151 s=0.551	-0.059 s=0.817	-0.861 s=0.001	0.231 s=0.355
Degree of Competition within Unit	0.174 s=0.489	-0.287 s=0.248	-0.021 s=0.934	0.267 s=0.285	0.568 s=0.014	-0.115 s=0.651	0.157 s=0.534	0.132 s=0.601
Degree of Control by Commander	0.218 s=0.385	0.122 s=0.629	0.812 s=0.001	0.160 s=0.527	0.120 s=0.635	0.070 s=0.782	-0.674 s=0.002	0.051 s=0.840
Degree of Goal Clarity	0.133 s=0.600	-0.084 s=0.742	0.481 s=0.043	0.277 s=0.265	0.067 s=0.792	0.219 s=0.382	-0.378 s=0.122	0.428 s=0.076
Degree of Communication with Commander	0.197 s=0.433	0.540 s=0.021	0.513 s=0.030	-0.146 s=0.563	-0.273 s=0.273	0.004 s=0.989	-0.379 s=0.121	-0.004 s=0.988
Degree of Positive Information Flow within Unit	0.646 s=0.004	0.541 s=0.020	0.478 s=0.045	-0.494 s=0.037	-0.336 s=0.173	-0.260 s=0.297	-0.624 s=0.006	-0.037 s=0.884
Degree of Communication on Non-Work Topics	-0.126 s=0.619	0.024 s=0.926	-0.338 s=0.170	0.098 s=0.697	-0.046 s=0.857	-0.411 s=0.090	0.204 s=0.417	-0.083 s=0.745



TABLE 22 - Continued

	Stress from Uncontrol- lable Situations	Degree of Cooperation Within Unit	Member Participation in Decision Making	Degree of Coordination Within Unit
Satisfaction with Com- mander and Co-workers	-0.093 s=0.713	0.632 s=0.005	0.668 s=0.002	0.784 s=0.001
Degree of Competition within Unit	0.171 s=0.498	-0.541 s=0.020	-0.222 s=0.376	-0.279 s=0.261
Degree of Control by Commander	-0.018 s=0.942	0.469 s=0.049	0.503 s=0.033	0.535 s=0.022
Degree of Goal Clarity	-0.189 s=0.452	0.120 s=0.636	0.148 s=0.558	0.297 s=0.232
Degree of Communica- tion with Commander	0.344 s=0.162	0.475 s=0.046	0.555 s=0.017	0.430 s=0.075
Degree of Positive Information Flow within Unit	-0.090 s=0.721	0.725 s=0.001	0.795 s=0.001	0.913 s=0.001
Degree of Communica- tion on Non-Work Topics	0.007 s=0.977	0.376 s=0.124	-0.220 s=0.379	0.114 s=0.653





TABLE 22 - Continued

	Degree of Conflict Within Unit	Technical and Admini- strative Abilities of Commander	Members' Perceived Influence on Commander	General Leadership Qualities of Commander	Commanders' Compliance With Organization Policy	Stress from Job-Related Situations in Public Workload	Stress from Excessive Workload	Interpersonal Stress Within Unit
Degree of Conflict within Unit	1.000 s=0.001	-0.493 s=0.038	-0.479 s=0.044	-0.724 s=0.001	0.447 s=0.063	0.283 s=0.256	-0.123 s=0.628	0.867 s=0.001
Technical and Admini- strative Abilities of Commander		1.000 s=0.001	0.229 s=0.361	0.366 s=0.135	-0.429 s=0.075	-0.098 s=0.699	-0.325 s=0.188	-0.479 s=0.045
Members' Perceived Influence on Commander			1.000 s=0.001	0.080 s=0.752	-0.474 s=0.047	-0.733 s=0.001	-0.291 s=0.241	-0.299 s=0.228
General Leadership Qualities of Commander				1.000 s=0.001	0.070 s=0.784	0.087 s=0.730	0.108 s=0.670	-0.744 s=0.001
Commanders' Compliance with Organization Policy					1.000 s=0.001	0.484 s=0.042	-0.045 s=0.859	0.260 s=0.298
Stress from Job-Related Situations in Public						1.000 s=0.001	0.214 s=0.393	0.112 s=0.658
Stress from Excessive Workload							1.000 s=0.001	-0.170 s=0.499



TABLE 22 - Continued

	Stress from Involvement With Violence	Stress from Uncontrol- lable Situations	Degree of Cooperation Within Unit	Member Participation in Decision Making	Degree of Coordination Within Unit
Degree of Conflict within Unit	-0.123 s=0.626	-0.055 s=0.828	-0.677 s=0.002	-0.760 s=0.001	-0.747 s=0.001
Technical and Admini- strative Abilities of Commander	0.338 s=0.170	-0.137 s=0.587	0.210 s=0.403	0.506 s=0.032	0.623 s=0.006
Members' Perceived Influence on Commander	-0.172 s=0.495	0.476 s=0.046	0.428 s=0.076	0.730 s=0.001	0.516 s=0.028
General Leadership Qualities of Commander	0.062 s=0.807	-0.086 s=0.735	0.443 s=0.066	0.561 s=0.016	0.568 s=0.014
Commanders' Compliance with Organization Policy	0.005 s=0.984	-0.229 s=0.362	-0.230 s=0.358	-0.446 s=0.063	-0.328 s=0.184
Stress from Job-Related Situations in Public	0.259 s=0.300	-0.271 s=0.277	-0.390 s=0.110	-0.553 s=0.017	-0.320 s=0.196
Stress from Excessive Workload	0.153 s=0.543	-0.059 s=0.815	-0.177 s=0.483	-0.333 s=0.177	-0.296 s=0.234



TABLE 22 - Continued

	Interpersonal Stress within Unit	Stress from Involvement with Violence	Stress from Uncontrol- lable Situations	Degree of Cooperation within Unit	Member Participation in Decision Making	Degree of Coordination within Unit
Interpersonal Stress within Unit	1.000 s=0.001	-0.122 s=0.628	-0.163 s=0.517	-0.485 s=0.041	-0.612 s=0.007	-0.527 s=0.025
Stress from Involvement with Violence		1.000 s=0.001	-0.106 s=0.676	-0.147 s=0.560	-0.156 s=0.536	0.094 s=0.711
Stress from Uncontrol- lable Situations			1.000 s=0.001	-0.081 s=0.750	0.177 s=0.483	-0.211 s=0.400
Degree of Cooperation within Unit				1.000 s=0.001	0.605 s=0.008	0.777 s=0.001
Member Participation in Decision Making					1.000 s=0.001	0.757 s=0.001
Degree of Coordination within Unit						1.000 s=0.001





## APPENDIX 5

### ACTUAL CRIME RATES AND ACTUAL SOLVE RATES



TABLE 23

## ACTUAL CRIME RATES AND ACTUAL SOLVE RATES

Detachment	Actual Crime Rate*	Actual Solve Rate*
A	0.058	0.520
B	0.077	0.291
C	0.146	0.480
D	0.161	0.379
E	0.168	0.551
F	0.177	0.459
G	0.098	0.445
H	0.067	0.288
I	0.160	0.638
J	0.101	0.499
K	0.314	0.660
L	0.163	0.508
M	0.188	0.616
N	0.123	0.567
O	0.088	0.598
P	0.174	0.649
Q	0.154	0.376
R	0.043	0.415
PROVINCE**	0.076	0.470

\* Calculated for the fifteen month period ending March 31, 1977.

\*\* Calculated for the twelve month period ending December 31, 1976. These rates depict all pertinent crime data from areas policed by the R.C.M.P. in Alberta.





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